GLASGOW CITY COUNCIL
HEALTH & SAFETY STRATEGY
2023 TO 2027









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FOREWORD



Councillor Allan Casey
Convenor for Workforce

"Welcome to our 2023-2027 Health and Safety Strategy

The importance of effective health and safety management, supported by a collective approach and commitment at both corporate and service level has never been more crucial. Protecting our employees, service users and partner organisations can only be achieved by managing these risks in a structured, practical and sensible manner.

This document sets out our health and safety strategy for the period 2023 to 2027. Its key strategic aim is to continue to drive forward a positive health and safety culture, maintaining a culture of care and concern throughout the council. It will be driven forward with leadership commitment to maintain an injury free and safe environment for all our employees and service users.

This strategy has dependencies and synergies across a wide range of sectors within the council, ranging from Human Resources, IT, Procurement, Trade Unions, Working Groups and Committees, and has been developed in consultation with a wide range of stakeholders.

I hope you will join me in fully supporting our plans to deliver a safer workplace.

Charter

We are one council, with one vision for health, safety and wellbeing. We strive for zero incidents, zero harm and zero compromise. Keeping you healthy and safe every day underpins everything we do.

Our objective in working together is to eliminate injuries and illness from the workplace through positive and collective behavioural change. We're passionate about achieving excellence in health and safety through collaboration, minimising risks and raising awareness amongst our workforce and stakeholders.



Annemarie O'Donnell
Chief Executive



Martin Booth
Executive Director
Financial Services



George Gillespie
Executive Director
Neighbourhoods, Regeneration and Sustainability



Douglas Hutchison
Executive Director
Education Services



Susanne Miller
Chief Officer
GCHSCP



EXECUTIVE SUMMARY

The health and safety impact of Covid 19 has been considerable both in terms of our personal and professional lives.



As an indirect consequence of the pandemic, the evolution and profile of occupational health and safety has never been more prominent. The concepts of dynamic risk assessments, systems of work, on-site training and personal protective equipment are now part of our everyday dialogue.

The increased collaboration we are now witnessing between health and safety professionals, management, unions and operational staff have also been one of the many positive by-products. It is imperative that we now continue to harness this across the organisation.

How we intend to do this will be driven strategically through focusing our efforts on continually driving improvements across our three key themes. These are referred to in this document as our **3xCs - Competency, Communication and Controls**.

Through the effective implementation of this strategy, we will make sure that our momentum is sustained year on year with each council Service producing Safety Improvement Plans specific to their risks.

The **3xCs** that underpin our strategy are flexible so that they can be reviewed, refreshed and updated at regular intervals, in light of changes to legislation, best practice and new priorities.

This is our Health and Safety "House Model". It illustrates the key elements of our H&S Strategy.

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OBJECTIVES AND GOALS

What does our Health and Safety Strategy seek to achieve?



Our Health and Safety Strategy seeks to promote a common-sense approach. This is where controlling and preventing the risk is seen as an integral part of service delivery and not just an afterthought.

This strategy will be implemented through our 3xCs Service led Safety Improvement Plans based on the specific risk profile of each service.

Our Health and Safety Strategy and the Safety Improvement Plans will be reviewed and amended where necessary to reflect any changes in the organisation, workforce or environment.

The success of this strategy will be defined by all our staff fully understanding and fulfilling their individual and collective responsibilities in controlling risk and reducing incidents and ill health within the workplace.

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As a council we will support this strategy by the introduction of our Safety Improvement Plans. These plans will create a mechanism for services to self-assess their Health and Safety performance based against our three key themes, Competency, Comunication and Controls. This will be done using our unique scoring system.

This will provide Services with an understandings of their H&S performance, and crucially, identify areas where inprovements can be made year on year. Each council Service will be responsible for developing and implementing their Safety Improvement Plans having regard for the following:

- Encouraging proactive management of health and safety at all levels
- Providing training which is linked to their Service objectives
- Identifying staff with key functions and responsibilities in respect of health and safety provision and making sure that they are competent to discharge these functions and responsibilities
- Applying effective health and safety monitoring and audit systems to identify areas of good practice, and equally, rectify areas where we could improve
- Making sure staff at all levels are suitably informed, and adopt a responsible attitude to health and safety

How will we achieve our Health and Safety Objectives?

3xCs Action Framework

The following Action Framework illustrates our three key themes. It defines our vision and provides the direction to guide us towards achieving our health and safety objectives.

OUR KEY THEMES





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Theme 1 Competence



Aims

We will make sure our staff are **properly trained** and equipped with the necessary skills, knowledge and competence to safely carry out their tasks.

We will create an **open and fair safety culture** by ensuring our staff are well informed about all health and safety matters.

We will all take **personal responsibility** to look after the safety of ourselves, our colleagues and the public in everything we do.

We will develop **management and workforce partnerships based on trust, respect and co-operation** and it is essential that we regard everyone as a valued individual.

We will continue to strive to be recognised as a council that **delivers strong safety performance** by providing a safe and secure environment for all.

Theme 2 Communication



Aims

We will continue to adopt a style of communication that stimulates conversations about safety and encourages safe behaviour.

We will continue to develop effective communication between management and staff, involving them in the development and implementation of our health and safety systems.

We will continue to make sure our key safety communications "stand out from the crowd" and captures the imagination of our workforce.

We will continue to develop effective and innovative communication processes through multiple channels. This will include face to face meetings, tool box talks, awareness initiatives and effective use of our IT systems.

We will ensure that staff are empowered to engage with management on workplace health and safety issues. They will continued to be encouraged to freely speak out when they recognise hazardous situations.

Theme 3 Controls



Aims

We will continually review our policy and management standards to ensure they provide clear and concise direction for all council services to follow.

We will make sure that each council service monitors its own health and safety objectives through clear and defined targeted improvements within their respective Safety Improvements Plans.

We will continue to make sure that managers and supervisors create suitable and sufficient risk assessments.

We will support the appointed Health and Safety Co-ordinators/ Champions in driving ownership, accountability and cultural change within their Services.

We will continually evaluate our own risk control measures and benchmark ourselves against others as we strive for continual improvement.

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KEY STAKEHOLDERS, COMMITTEES & FORUMS

There are a number of key stakeholders, committees and forums, which play a pivotal role in driving forward positive change These are illustrated below.



Key Stakeholders

The Council's H&S Group
Supported by a team of H&S professionals consisting of H&S Managers, Senior H&S Advisors and H&S Advisors. The group is divided into two key functions - H&S Governance Support and H&S Operational Support.

H&S Governance Support
Responsible for advising on the governance of the council's key risks and Safety Improvement Plans. They ensure our policies and strategic documents are maintained and updated.

H&S Operational Support
They provide operational and strategic support to Services on a wide range of health and safety matters. They develop risk assessments, audits, investigations and support Directorate in driving positve health and safety change within the services.

Service H&S Champions/ Co-ordinators
Acting as key influencers within Services, they assist in driving a positive culture within our workforce. They cascade information across the services, attending strategic working groups, supporting and driving key H&S initiatives.

Union Health and Safety Representatives
They carry out inspections of the workplace, and liaise with their union members in respect of health and safety matters. They represent employees in workplace consultations and attend H&S committees.

Committees & Forums

Joint Council H&S Forum
This Forum acts as our most senior consultative body for all strategic health and safety matters. Chaired by the Convenor for Workforce, it reports quarterly on our health and safety performance. It makes recommendations on strategic and Service H&S matters.

Operational H&S Committees and Steering Groups
Represented by Service management, union safety representatives and health and safety professionals, it provides a platform to focus on Service H&S performance, risk assessments and training statistics.

"All Council" Key Risk Management Groups
Chaired by the H&S Governance team they provide increased oversight, scrutiny and governance of our "key risks" such as asbestos, fire, legionella, violence at work and training.

"Service Led" Working Groups & Projects
Provides consultation, involvement and discussion at an operational level on a wide range of subjects e.g. risk assessment, personal protective equipment, violence, infection control and lone working.

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NEXT STEPS

> It is imperative that we identify new ways to improve and build on past performance enabled by a positive health and safety culture.
>
> To deliver on this, we have set out our next steps to ensure we continue to be recognised as a leading local authority on all matters relating to health and safety.

John Paterson
Head of Corporate Asset Governance

Development of an "All Council" Electronic H&S Training System

We will develop an I.T. H&S training solution which will transform how we record and map training across the council. This will provide instant access to H&S training records, and improve our ability to develop future training pathways for all our staff.

Development of our Service's Safety Improvement Plans (SIPs)

We are committed to ensuring that our H&S strategy transforms into key actions. To achieve this we have developed our Safety Improvement Plan model.

This will place responsibility on each Council Service to assess their H&S performance based against our 3xCs (Competency, Communications & Controls). The results of this assessment will inform the our Service's Safety Improvement Plans, and ultimately drive improvements year on year.

Safety Culture Survey

Attitudes and behaviours are underpinned by the safety culture within our organisation.

It is therefore imperative that we explore our staff attitudes and perception towards our 3xCs (Competency, Communications and Controls). It will provide us with key information to make informed decisions and put forward a series of recommendations which will further improve our health and safety performance.

Review of H&S Communication - Policies, Procedures and Processes

Supported by our colleagues and IT partners, we will explore innovative ways to communicate more effectively with staff. We will focus on simplicity of messaging, ensuring that our communication is meaningful, engaging and influences positive attitude and behaviour.




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