



**Item No. 13**

**Meeting Date: Wednesday 17<sup>th</sup> April 2024**

**Glasgow City  
Integration Joint Board  
Finance, Audit and Scrutiny Committee**

**Report By: Tracy Keenan, Assistant Chief Officer, Human Resources**

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**Health and Safety Annual Report  
January 2023 - December 2023**

<b>Purpose of Report:</b>	To provide the IJB Finance, Audit and Scrutiny Committee with an overview of the main Health & Safety challenges faced in 2023, performance and notable key issues, and the implications for the HSCP.
<b>Background/Engagement:</b>	<p>This is the fourth Annual Report for Health &amp; Safety provided to the IJB Finance, Audit and Scrutiny Committee.</p> <p>Two Management Systems continue to be used in the governing of Health &amp; Safety as part of the partnership: Glasgow City Council's and NHS GG&amp;C's. Both employers have a duty of care for the health and safety of all HSCP employees, service users and others who may be affected by their operations, acts, and omissions.</p>
<b>Governance Route:</b>	<p>The matters contained within this paper have been previously considered by the following group(s) as part of its development.</p> <p>HSCP Senior Management Team <input type="checkbox"/></p> <p>Council Corporate Management Team <input type="checkbox"/></p> <p>Health Board Corporate Management Team <input type="checkbox"/></p> <p>Council Committee <input type="checkbox"/></p> <p>Update requested by IJB <input type="checkbox"/></p> <p>Other <input type="checkbox"/></p> <p>Not Applicable <input checked="" type="checkbox"/></p>

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<b>Recommendations:</b>	The IJB Finance, Audit and Scrutiny Committee is asked to:  a) Note the findings made within this report and the data attached; and b) Note the main challenges faced throughout the year, and current service and future developments.
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<b>Relevance to Integration Joint Board Strategic Plan:</b>
<p>Health &amp; Safety management and improvement is key to the operation of the IJB/HSCP in meeting its relevant statutory requirements. Effective Safety Management is designed to prevent employees from harm whilst at work, service users whilst engaging with services, and others whilst in our care, so far as is reasonably practicable.</p> <p>GCC and NHS GGC have a duty to ensure that employees have the correct information, instruction, and training to enable them to carry out their work safely.</p> <p>Accident and incident reduction, and subsequently minimising injury, lost time and attributable absence is crucial, as is the prevention both civil and criminal prosecution.</p>

**Implications for Health and Social Care Partnership:**

<b>Reference to National Health &amp; Wellbeing Outcome:</b>	This report is relevant in supporting GCHSCP in achieving all nine health and wellbeing outcomes, however outcomes 7, 8 and 9 are directly related.
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<b>Personnel:</b>	All employees throughout GCHSCP have responsibilities for Health & Safety. All managers have a responsibility for contributing to the management and ongoing improvement of this.
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<b>Carers:</b>	N/A
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<b>Provider Organisations:</b>	N/A
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<b>Equalities:</b>	N/A
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<b>Fairer Scotland Compliance:</b>	N/A
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<b>Financial:</b>	The report contains potential financial implications for the Health and Social Care Partnership. Criminal and Civil proceedings which may be attributed to accidents and incidents at work may have financial costs associated.
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<b>Legal:</b>	Failure to adhere to Health & Safety law and comply with the requirements of GCC and NHS GG&C Health & Safety Management systems have the potential to have criminal and civil legal implications to the organisations.
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<b>Economic Impact:</b>	N/A
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<b>Sustainability:</b>	N/A
<b>Sustainable Procurement and Article 19:</b>	N/A
<b>Risk Implications:</b>	<p>The effective management of Health &amp; Safety is pertinent in managing the risks associated with the operations and services operated by the HSCP. This includes ensuring that all those acting on behalf of the HSCP continue to have the relevant information, instruction, and training to enable them to carry out their job safely, and ensuring all reasonably foreseeable hazards are assessed, with suitable and sufficient control measures in place.</p> <p>Failure to effectively manage health and safety may result in accidents, injury, ill-health, workplace fatalities, and both civil and criminal prosecutions.</p> <p>There are moral, legal, and financial obligations to manage health and safety, whilst continuing to maintain the reputation of GCHSCP.</p>
<b>Implications for Glasgow City Council:</b>	<p>Glasgow City Council have the legal responsibility to manage the health and safety of their employees as well as those who may be affected by their operations. Failure to manage this effectively may result in accident and incidents, potential legal and financial implications, in addition to having an impact on the reputation of Glasgow City Council.</p>
<b>Implications for NHS Greater Glasgow &amp; Clyde:</b>	<p>NHS GG&amp;C have the same legal responsibility for the management of health and safety. Failure to manage this effectively may result in accidents and incidents, legal and financial implications, in addition to reputational impact.</p>

**1. Purpose and Structure of the report**

- 1.1. The purpose of this report is to provide the IJB Finance, Audit and Scrutiny Committee with an overview of the main Health & Safety challenges faced in 2023, data on performance and future planning.
- 1.2. Two Health and Safety Management systems work alongside each other to manage the legal duties of both organisations, under the Health and Safety at Work Act 1974 and all other relevant legislation.

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- 1.3. This report will provide overview from both the Glasgow City Council and NHS Health and Safety teams, outlining the functioning of their health and safety management systems throughout 2023. It will give an overview of the challenges, work completed, and the focus for the coming year.

## **2. Responsibilities**

- 2.1. The GCHSCP Chief Officer has overall responsibility for ensuring the health and safety organisational arrangements developed by GCC & NHS GG&C are implemented throughout GCHSCP.
- 2.2. Management and other senior employees have delegated responsibility to implement and manage these arrangements within the service area or premises under their control.
- 2.3. There continues to be two health and safety management systems in operation within the HSCP. These are required to satisfy the requirements of health and safety law, for two separate legal entities.
- 2.4. It is recognised that GCC and NHS GG&C are accountable for their respective services as part of the Partnership, but it must be ensured that Health & Safety Management Systems work in cooperation with each other to achieve operational consistency, where possible.
- 2.5. GCHSCP holds quarterly Health & Safety Committee meetings, which met throughout the duration of 2023. These meetings are attended by representatives across the partnership and include professional safety advisors from both NHS and GCC, as well as Senior Management and Staff-Side & Trade Union Representatives.
- 2.6. Additionally, both NHS and GCC have Health and Safety Committee structures which discuss more local H&S issues.

## **3. GCC SWS H&S Team Activities Jan - Dec 2023**

- 3.1. Throughout 2023 the team continued to drive compliance and improvement throughout the service through pro-active monitoring and engagement with key stakeholders and staff.
- 3.2. As with previous years, training was a key priority to ensure a competent workforce. The team continued to train staff and management in their roles and responsibilities, as well as bespoke training relevant to job roles such as Fire Risk Assessment and Asbestos Management Training.
- 3.3. The Health and Safety Team members areas of responsibilities were reviewed in 2023, with some Senior Advisor's becoming responsible for different service areas. This was to ensure a more even spread of workload as well as considering the need for succession planning due to a retirement in early 2024.

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- 3.4. The reviewed Service Area alignment also allowed for a fresh outlook by Senior Advisor's on some of the core Health and Safety issues facing each service, helping support the agenda for continuous improvement.

### **4. NHSGGC H&S Team Activities Jan – Dec 2023**

- 4.1. The Safety Health and Wellbeing (SHaW) team's primary purpose is to ensure our workforce has a safe working environment. The team provide appropriate, professional, competent SHaW advice, guidance, and support to the NHSGGC Board, its Directors/Chief Officers and employees, plus representatives of Staff Associations and Trade Unions.
- 4.2. The SHaW team are now aligned to dedicated areas which brings a greater opportunity to build relationships and provide professional support with management teams in the Health & Social Care Partnership teams.
- 4.3. In that working model, Glasgow HSCP has four dedicated SHaW professionals aligned to it from NHSGGC SHaW team, composed of one SHaW lead who manages the three SHaW professionals.

### **5. Key Challenges for GCC SWS H&S**

- 5.1. Training as a whole continued to be a challenge throughout the duration of 2023, with a number of factors having an impact on both attendance and recording. The challenge was multi-factorial as with previous years, however the team absorbed some further responsibility and implemented new processes to support those already in place. This ensured increased attendance at courses due to earlier monitoring and intervention.
- 5.2. Service Risk Assessment Working Groups continued in 2023, and the team worked with Senior Management to better expand the service areas so that those Risk Assessments that were developed more accurately reflected the work being carried out by relevant teams. This led to a significant increase in the number of risk assessments which are deemed to be required, of which an additional 5 are scheduled to be completed in 2024.
- 5.3. An increase in volume of commissioned services caused a surge in Health and Safety Vetting requirements for the team. The short time period available for responses, compounded with often poor initial submissions meant that this has posed a significant challenge in terms of resources. Whilst this has been a pressure that the team has absorbed, there is greater comfort that commissioned services are being vetted appropriately from a Health and Safety perspective. In 2024, the team will review the reoccurring themes in poor submissions and attempt to work with Commissioning colleagues to add processes at an earlier stage to remedy this.
- 5.4. The Health and Safety Management Standards review remained a focus for the team, with a further 12 of these updated in 2023. Many required significant alternation and modification, and the team worked with Senior Management, staff, and Trade Union colleagues to achieve this. Medication (Management and Administration) and Violence were amongst those updated, in which Service and Trade Union input was crucial.

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- 5.5. Scottish Fire and Rescue's (SFRS) Call Challenge to reduce unwanted fire alarm activations was implemented on 1<sup>st</sup> July 2023. This changed the way in which SFRS respond to Automatic Fire Alarm Signals in non-domestic premises. The team worked with all buildings which were impacted by this to ensure that Fire Safety Management Systems were updated, staff were equipped with the right information, and that suitable numbers of staff were trained across the organisation to be able to implement the requirements. The team played an integral role in engaging with Senior Management, Staff, and Trade Unions to give better understanding and guidance.
- 5.6. The Glasgow City Council Health and Safety Strategy was approved on 19th January 2023 at the Wellbeing, Equalities, Communities, Culture and Engagement City Policy Committee, as reported in the previous report. Whilst no formal plan has been put in place across the Council, the work carried out by the GCC SWS H&S Team seeks to achieve monitoring of the three key themes of the strategy: ensuring competence, communication, and control.

## 6. Key Challenges for NHS GG&C H&S

- 6.1. It is recognised that growing the level of Safety Health and Wellbeing Compliance is a significant challenge, and the ability to sustain this is crucial. To support this the development and delivery of a range of activities, processes and systems continue and remain in line with the content of the Strategic Health and Safety Culture Action Plan. These activities include:

### 6.1.1 The SHaW Task Calendar

This provides a structured framework for the owners of Health and Safety Management Manuals to work through four activities per month which are designed to maintain compliance with the range of legal and policy related responsibilities placed on Directors, Chief Officers, Managers and Employees of NHSGGC.

Compliance with the Task Calendar continues to remain a concern in Glasgow City HSCP with only 89 (32%) of the 274 departments in eESS identified using the tool.

### 6.1.2. A Three Phase Audit approach

This was put in place to replace the four-year Health and Safety Audit plan on the content of the Health and Safety Management Manuals. These are undertaken by the SHaW team and include:

- High Risk Audits - these include topics covering Sharps, Falls, Moving & Handling, Ligature Risk, Display Screen Equipment and Violence Reduction.
- RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations)– these are an output of a RIDDOR investigation to identify causal factors.
- Full Compliance Audit - These are subject to significant poor levels of compliance covering a range of metrics, behaviours, or enforcement activity.

### 6.1.3 Self-audits

Based on the High-Risk Audits topics. These allow the services and departments to measure their own compliance in advance of a visit from the SHaW team.

### 6.1.4 Revised Stress Guided Conversation Toolkit.

This is designed to be a proactive and reactive tool to support managers' work with employees who are absent or indicating intentions to take sick leave due to work-related stress.

6.2 NHSGGC Health & Safety related policies continue to be reviewed, however done so within the wider context of Once for Scotland updates and reviews.

6.3 The Suicide Risk & Design Standards Group have taken the learning points from the Dykebar suicide in 2020 and incorporated into the NHSGGC Suicide Reduction Strategic Action Plan. The plan has identified 33 activities and the Head of Health and Safety is actively involved in this. Lessons learned will be echoed across GCHSCP.

## 7 Accident and Incidents GCC (Jan – December 2023)

7.1 The total number of recorded incidents where the injured or affected person was a GCC employee, NHS employee working in a GCC building, agency worker or contractor was 251. This does not include incidences of violence (see 7.9). Table 1 outlines the number of incidents per area, as well as the variance with the previous year.

Table 1

<b>GCC Employee Incidents</b>	<b>2022</b>	<b>2023</b>	<b>Variance</b>
Children's Residential	15	28	↑54%
Home Care	182	144	↓21%
Older People Residential	53	36	↓32%
Homelessness, CJ & Asylum	4	4	0%
Community Equipment Store	7	6	↓14%
TaSS	3	6	↑100%
Alarm Response centre	3	2	↓33%
OP Day Care	3	9	↑366%
South Area Services	4	4	↓50%
North-West Services	4	2	↓25%
North-East Area Services	5	6	↓40%
Centre Services	2	3	↑300%
Outdoor Resource Centre	0	1	↑
<b>Totals</b>	<b>285</b>	<b>251</b>	<b>↓12%</b>

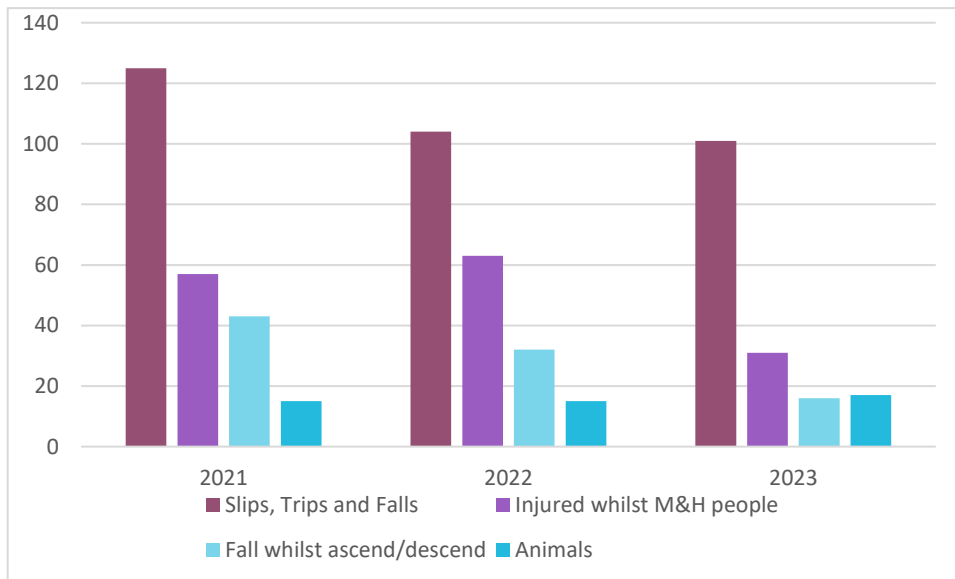
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7.2 In 2023 a total of 251 incidents were recorded, with 285 previously recorded in 2022. The downward trend in reported incidents, combined with the increased Incident Reporting Awareness Sessions carried out throughout 2022 and 2023, give reassurances that the decrease in reports reflects a true decrease in incidents.

7.3 As with previous years, 2023 data highlights there is consistency in the main causes of incidents; slips, trips, and falls, injured whilst moving and handling people, and falls whilst ascending and descending.

Incidents involving animals, for example became another key reported injury, with 17 of these being reported, accounting for over 6% of all incidents. It should be noted that this is not a significant increase from the previous year (15), however in 2024, the team will work with services in order to better understand this and support the implementation of further control measures to prevent these incidents where possible.

Figure 1 outlines the comparison data on the four incident types over the last 3 years.



**Figure 1**

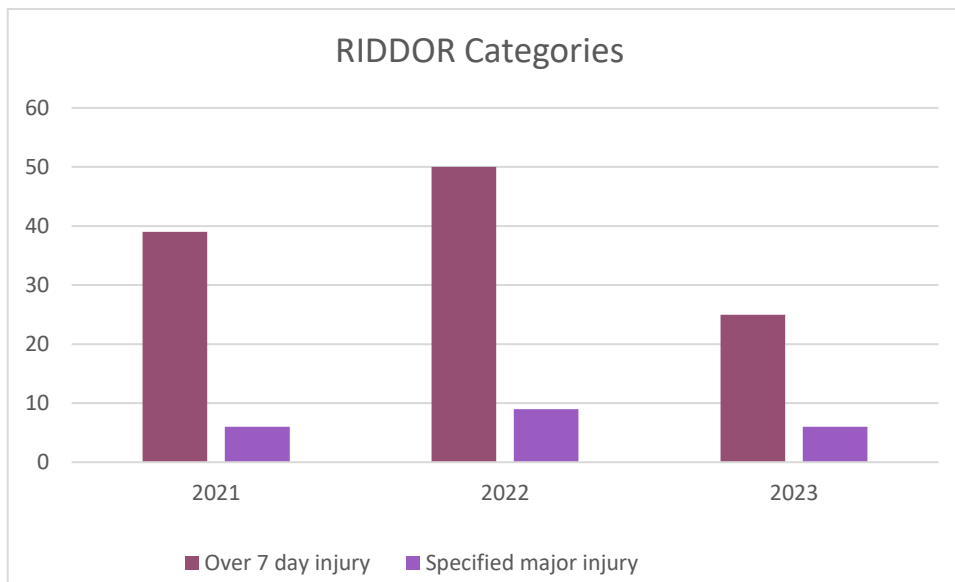
7.4 Home Care remains the area with most incidents reported, accounting for 57% of all incidents reported across GCC SWS. A campaign to reduce both ‘Slips and Trips’ and ‘Falls whilst ascending and descending’ was carried out within Home Care Services, and this continued throughout 2023. A comparison of the data collated across 2022 and 2023 indicates a reduction in ‘Slips and Trips’ from 69 to 55, and a reduction in ‘Falls whilst ascending/descending’ from 23 to 16. These campaigns will continue into 2024, with lessons learned from incidents routinely communicated across the service.



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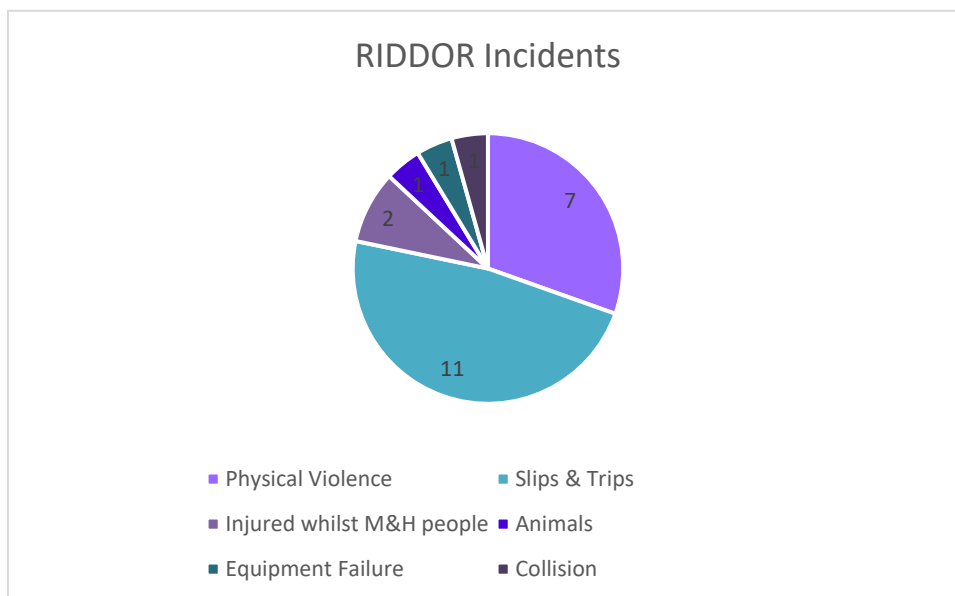
7.5 A total of 31 incidents were reported to the Health and Safety Executive) HSE under Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR), with the injured person being an employee – a reduction of 36 from the previous year. These were reportable either through resulting in an over 7-day absence for an employee, or for a Specified Major Injury. Figure 2 demonstrates the trend over the last three years.

7.6 A relatively mild winter may be attributable to the reduction in slips and trips particularly within our services which involve community visiting, which is likely to have had a direct reduction on ‘Major Specified Injuries’ and ‘Absence of over 7 days’; both of which would render an incident reportable to the HSE. Absences over 7 days which were as a result of physical injuries following a violent incident also fell in 2023, with one Young Person responsible for 6 incidents leading to this kind of injury in 2022.



**Figure 2**

7.7 Figure 3 outlines the incident type which led to the RIDDOR reportable incident. Physical Violence and Slips, trips and falls remain the leading incidents.



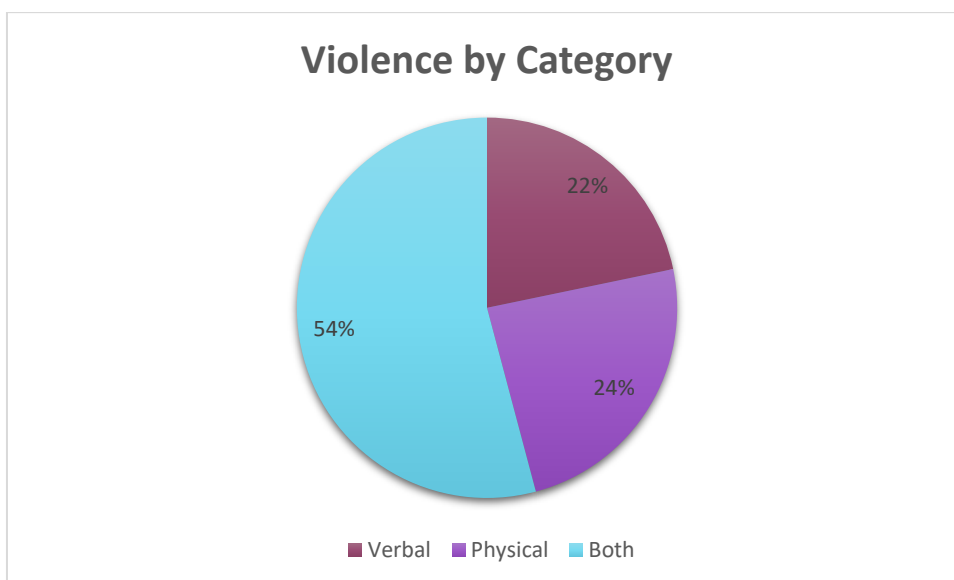
**Figure 3**

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- 7.8 There were no reports made to the HSE under RIDDOR regarding a member of the public.
- 7.9 1463 Incidences of Violence were recorded where the employee was deemed to be the affected person; an increase in 169 from last year. Table 2 demonstrates the violent incidents by area, and the variance from 2022. Figure 4 indicates the breakdown in the type of violent incidents across GCC for 2023.

	2022	2023	Variance
Children’s Residential	616	724	↑15%
Home Care	229	221	↓3%
Older People Residential	349	434	↑23%
Homelessness, CJ & Asylum	20	20	0%
Community Equip. Store	3	1	↓66%
TaSS	0	3	↑
Alarm Response centre	3	4	↑ 33%
OP Day Care	18	13	↓27%
South Area Services	16	7	↓56%
North-West Services	9	16	↑ 77%
North-East Area Services	21	16	↓24%
Centre	0	4	↑
<b>Totals</b>	<b>1284</b>	<b>1463</b>	<b>↑ 14%</b>

**Table 2**



**Figure 4**

- 7.10 143 False Alarms and 51 Fire Events were recorded in 2023. False alarms were predominantly noted in Children’s Residential Premises and the leading cause of these were malicious or deliberate fire alarm raising. Work is being carried out to support the Service to reduce these, and ultimately reducing Scottish Fire and Rescue attendance which is automatic following an activation in a residential premises.

**8 Accident and Incidents for NHS GG&C (Jan-December 2023)**

8.1. The total number of recorded incidents for NHS GG&C employees only within Glasgow City HSCP was 2420. This does not include patients or other incidents.

This is a 2% increase on the volume of incidents from the previous year and Table 3 highlights the year-on-year incidents per Glasgow City HSCP sectors.

Glasgow HSCP Employee Incidents Year on Year	2022	2023	Variance
Glasgow City HSCP - Corporate	60	48	↓20%
Glasgow City HSCP – North-East Sector	502	668	↑33%
Glasgow City HSCP – North-West Sector	869	731	↓16%
Glasgow City HSCP - South Sector	953	973	↑2%
<b>Total</b>	<b>2384</b>	<b>2420</b>	<b>↑2%</b>

Table 3

**8.2. Violence and Aggression**

Figure 5 demonstrates 3052 verbal and physical abuse incidents recorded against employees, people and others relating to Violence and Aggression in 2023 in Datix, making this the most common type of incident reported. This includes patient on patient violence. This is an increase of 101 reported incidents from 2022.

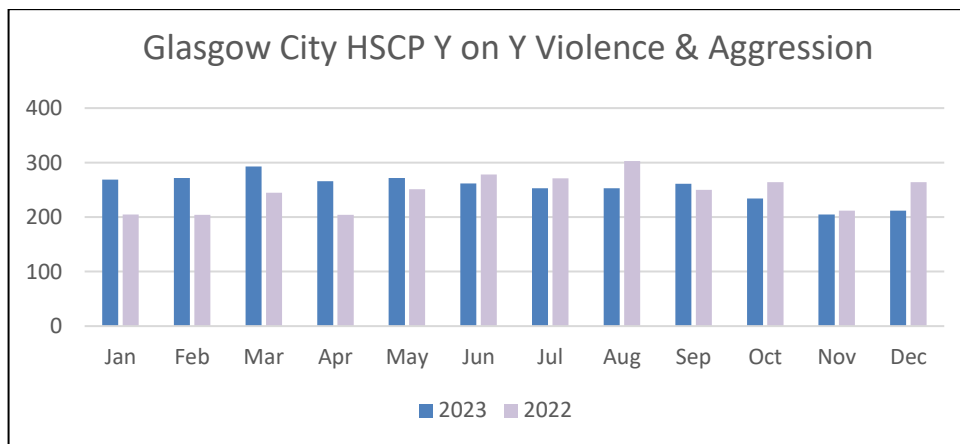


Figure 5

**8.3. Sharps**

Sharps is the word used to describe equipment used to treat patients which have the risk of puncturing the skin. The main type of “Sharps” injuries are related to the storage, use and disposal of needlesticks.

Figure 6 highlights an increase in sharps incidents by 23 from 2022. Sharps training compliance was 50% in January 2023; however this has improved to 55% as at December 2023. Sharps high risk audit compliance is 61% in December 2023, with only 2 Sharps self-audits having been completed, with a compliance score of 100%. Further efforts are required to ensure training and audit compliance is improved.

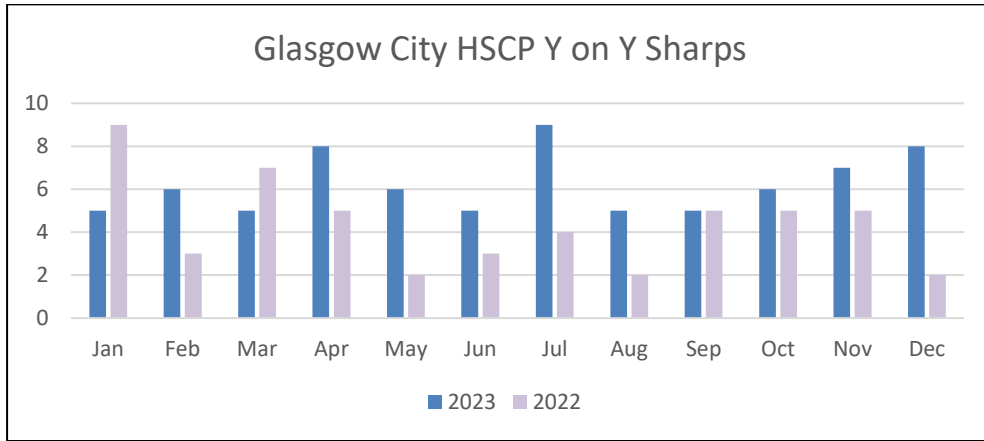


Figure 6

#### 8.4. Falls

Falls incidents capture all patients and staff falls at work, and in 2023 the total amount of employee and patient falls was 1488 - an increase in 328 falls from 2022.

Falls audits are being carried out by the SHaW team and compliance is 82%, and self-audits completed generate a 92% compliance score.

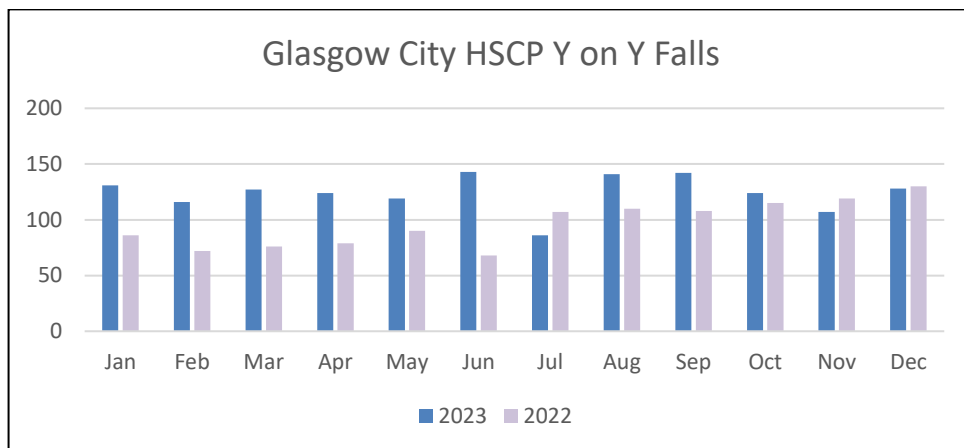


Figure 7

#### 8.5. Moving and Handling

There have been 31 Moving and Handling incidents in 2023, a reduction of 5 incidents from 2022 (36). No Moving and Handling high risk audits or self-audits have been completed.

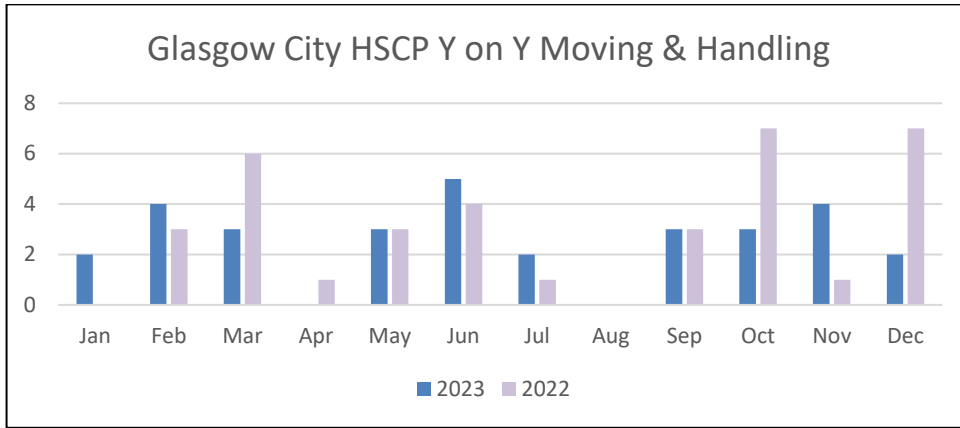


Figure 8

8.6. RIDDOR

Figure 9 demonstrates the 40 RIDDOR reportable incidents that were reported to the HSE in 2023 - a reduction of 6 from 2022. These RIDDOR reportable incidents account for 87% of all that have been reported in all HSCP'S.

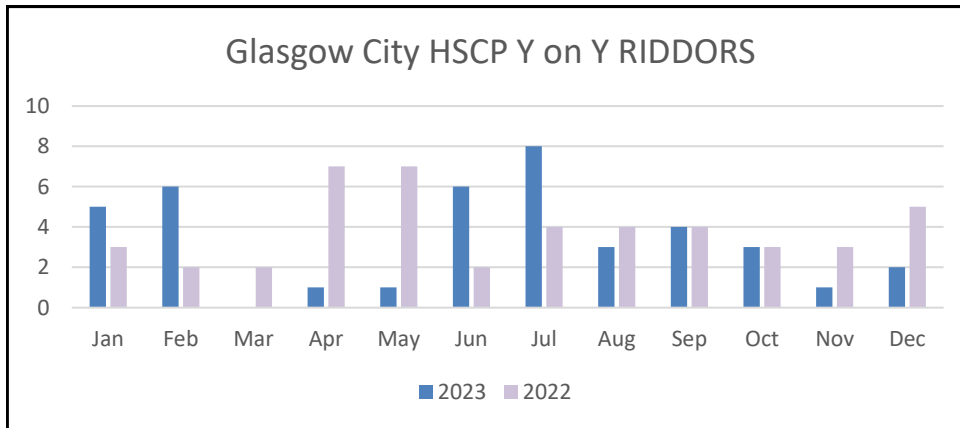


Figure 9

9. Notable Incidents & Enforcing Authority Involvement GCC

9.1 There have been no notable incidents which have involved any investigations by the HSE in 2023.

10 Notable incidents & Enforcing Authority Involvement NHS GG&C

10.1 In November 2023 a patient in Leverdale, ward 4a, took his life through suicide. The Health and Safety Executive are currently investigating the death. Ligation Risk Awareness LearnPro eLearning training continues, and 545 employees have completed the training in Glasgow HSCP.

11 Audits and Fire Safety Risk Assessments GCC

11.1 In 2023 28 audits were carried out by the Health and Safety Team. All residential premises were subject to audit in 2023, with the exception of Larkfield Children's House which is less than 12 months old, and a Handover Inspection was completed instead.

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- 11.2 All audits are scored, and targeted improvement areas have been established for each service sector. The average scores before manager's response, and after manager's response are outlined in the table below.

The average score of 86% and 90% following managers response is deemed to be an indicator of good performance, however areas which are scoring routinely below 80% are being monitored more closely by the Health and Safety Team.

	Audit compliance	
	Before Managers Response	After Managers Response
Children's Residential	77%	82%
Homelessness Residential	91%	94%
Older People's Residential	92%	93%
Older People Day Care	76%	83%
South Area Services	85%	95%
North-East Area Services	92%	92%
North-West Area Services	N/A	N/A
Centre Services	N/A	N/A
<b>Average Score</b>	<b>86%</b>	<b>90%</b>

Table 4

- 11.3 The figures in Table 4 demonstrate an improvement in audit scores from 2022. In 2022 the average score 'Before Managers Response' was 77%, and 'After Managers Response' was 83%. This is positive reassurance that there have been improvements across the service in managing health and safety.

## 12 Audits and Fire Safety Risk Assessments NHS GGC

- 12.1. From 2018 to 2022 the previous NHSGGC four-year Health & Safety Audit plan required 25% of H&S Management Manual Audits manuals to be audited annually by the SHaW team. This was not achieved due to a range of factors and in 2023 the Head of Health and Safety adjusted the audit approach to be risk-based, removing the four-year programme allowing focus to be set against the highest risk activities.

This resulted in the Three Phased Audit approach being implemented to drive increased compliance relating to the highest risk activities. Table 5 demonstrates compliance for the completion of the high-risk audits and self-audits for Sharps and Falls.

	No.	Sharps Audit	No.	Sharps Self Audit	No.	Falls Audit	No.	Falls Self Audit
Glasgow City HSCP	28	61%	2	100%	18	82%	3	92%

Legend: <60 is red, 61% - 89.9% is amber and >90% is green

Table 5

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### 13. Training GCC

- 13.1. 93 Training Courses were carried out by the Health and Safety Team in 2023 in comparison to the 79 in 2022. 3 courses were cancelled due to failure to attend, or late notice of non-attendance and 1 was cancelled due to CBS Training and Events omitting to publish and advertise the course.
- 13.2. A total of 858 attendees were trained, however 611 attendees failed to attend who were scheduled to do so. All courses for the year were overbooked in anticipation of poor attendance which had been noted in previous years. An average of 9 persons attended each course over the duration of the year, and an average of 6 people failed to attend each course.
- 13.3. This is of significant concern to the service, and the team invested a lot of time and resources in establishing the causes of this. Failure of staff to attend the correct training, and failure of management to ensure their staff are appropriately trained, is of great risk to the service.
- 13.4. Communication challenges remain present in terms of training administration and key gaps were noted in the communication coming from CBS Training and Events. The resources available at CBS are limited to carry out the supports that were deemed to be required, and the H&S team with support of HSCP Business Administration added more local communications including course reminders in order to resolve some of the issues arising. This gave opportunities for cancellations, better attendance, and allowed for manual backfilling from waiting lists and liaison with key service stakeholders.
- 13.5. Staff also failed to attend due to other commitments, annual leave, long-term sickness, incorrect shift patterns, and sometimes were even booked onto courses although they had left the organisation. The system used by CBS is not capable of identifying any of these situations and reliant on information being provided to them by the staff member's manager.
- 13.6. Staffing constraints also played a large part in poor attendance, with managers unable to release staff to carry out training. It is imperative that this is improved in 2024 so that resources can be better managed, and courses run with better attendances.

### 14. Training NHS GG&C

- 14.1. Figure 10 shows sharps training compliance at 55% in December 2023, with 1202 staff non-compliant in comparison to 50% compliance in January 2023. A gradual increase in compliance has been noted throughout the year.

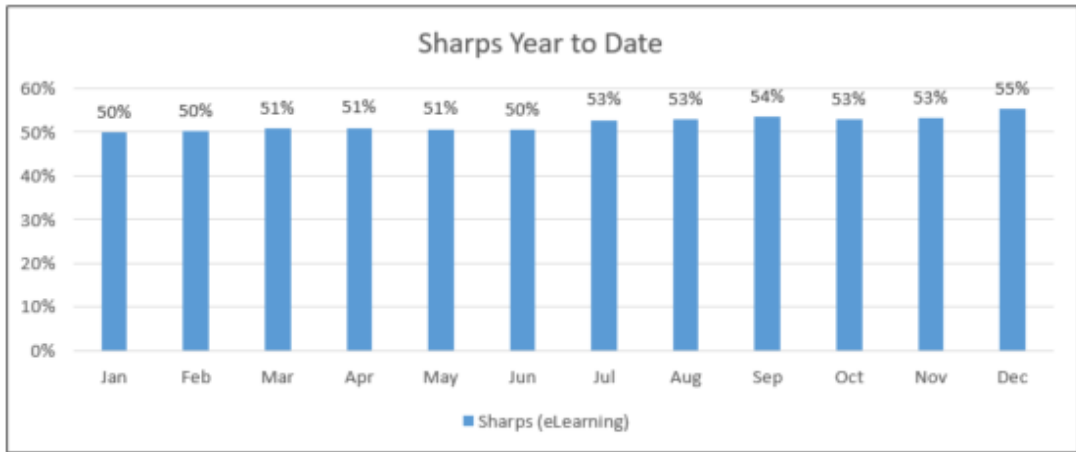


Figure 10

14.2. With only 809 employees identified as being in scope (Figure 11) the compliance for Falls training was at 64% in January 2023, falling to 59% at December 2023 with 257 staff non-compliant.

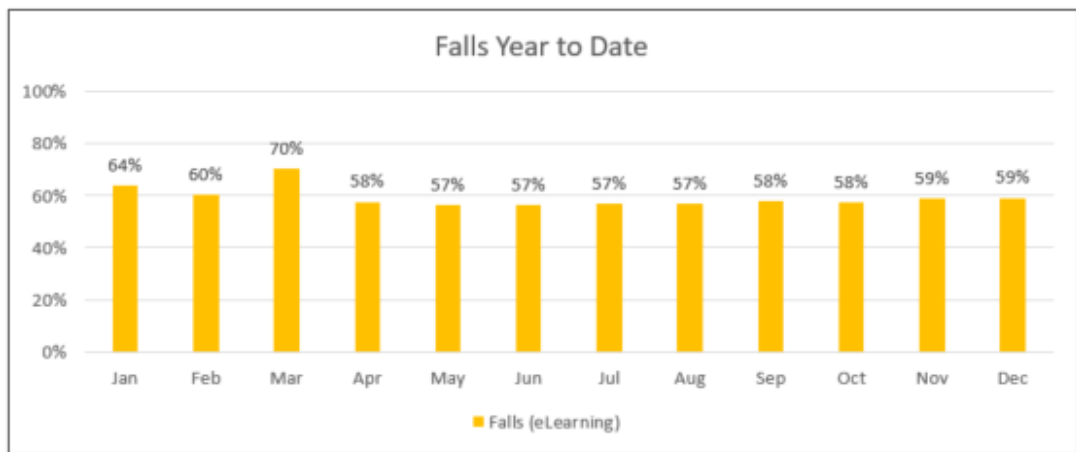


Figure 11

14.3 Moving and Handling (assessment) training compliance ranges between 61% and 73% compliance throughout the year however the December 2023 position of 69% (Figure 12) is consistent with that of January 2023. Of the 975 staff in scope 299 are not compliant.

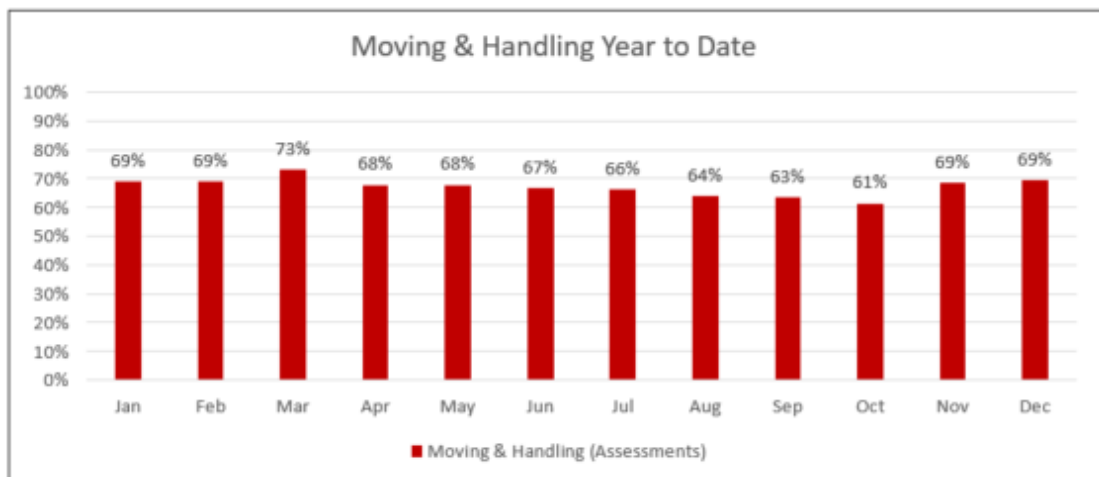


Figure 13



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- 14.4 The expectation by NHS GGC Board is that all staff who are in scope must complete all training. The completion of training has also been captured as part of the SHaW Roles and Responsibilities documents with the requirement to achieve 100% compliance and reflected in the dedicated monthly Safety Health and Wellbeing Storyboards.
- 14.5 To support the improvement in training compliance, NHS GGC Workforce Information team provide the names of the employees who are in scope and those who have not completed the training for Sharps, Falls and Moving & Handling. Dedicated members of the SHaW team are now aligned to the Glasgow City HSCP Health and Safety Committee. This provides further support to Glasgow City HSCP to drive compliance and monitor the delivery of local action plans to address the non-compliance for all training metrics.
- 14.6 Table 7 shows the annual average compliance score against all 9 training modules throughout the year. 8 modules continue to have compliance scores of over 80% Fire Safety Statutory/Mandatory training has mainly continued to be lower than the required compliance level of 80%, except for December 2023. This training has an average score of 77.8%.

**Glasgow City HSCP  
Statutory /Mandatory Compliance 2023**

Month	Equality & Diversity	Fire Safety	Health & Safety	Infec. Control	Info Governance	Manual Handling	Public Protection	Security & Threat	Violence & Aggression
Jan-23	85.2%	78.5%	86.4%	84.2%	88.9%	85.1%	83.3%	82.9%	86.4%
Feb-23	85.8%	78.9%	87.0%	84.8%	88.9%	85.7%	83.9%	83.6%	86.8%
Mar-23	85.8%	78.6%	86.9%	84.7%	85.9%	85.6%	84.0%	83.9%	86.8%
Apr-23	85.6%	77.5%	86.2%	84.1%	83.3%	85.0%	83.5%	83.3%	86.2%
May-23	85.5%	76.4%	86.1%	83.9%	82.5%	85.0%	83.6%	83.6%	86.0%
Jun-23	86.0%	76.9%	86.5%	84.8%	82.5%	85.4%	84.3%	84.1%	86.4%
Jul-23	86.2%	76.9%	86.8%	85.0%	83.0%	85.8%	84.7%	84.5%	86.8%
Aug-23	86.3%	78.0%	86.8%	85.3%	81.3%	85.9%	84.9%	84.6%	86.8%
Sep-23	85.1%	77.1%	85.5%	84.3%	78.2%	84.8%	84.0%	83.8%	85.6%
Oct-23	84.7%	76.3%	85.1%	84.1%	76.4%	84.4%	83.8%	83.6%	85.5%
Nov-23	85.9%	77.3%	86.7%	85.3%	78.3%	85.7%	85.2%	84.8%	87.0%
Dec-23	88.9%	80.2%	89.7%	88.1%	82.6%	88.9%	88.0%	87.6%	89.9%
<b>Average</b>	<b>86.0%</b>	<b>77.8%</b>	<b>87.0%</b>	<b>85.1%</b>	<b>83.1%</b>	<b>86.0%</b>	<b>84.4%</b>	<b>84.2%</b>	<b>87.1%</b>

**Table 7**

## 15. Priorities for GCC in 2024

- 15.1. The H&S team will work with the Business Administration Team to trial a new booking system for all their training courses. It is anticipated that this will increase attendance, improve communication and recording, and solve many of the issues that the service faces utilising the current system. It is envisaged that this will eradicate the need for many manual processes and provide a much leaner and less resource-intensive solution.
- 15.2. The H&S service will prioritise succession planning in 2024. The team have introduced a Health and Safety Trainee Advisor in early 2024 and create a learning pathway for an employee who is already within the service. This position is a new post, and Service Manager, Kirsten Paterson and Principal Officer, Catherine Young will use this opportunity to ensure a clear career pathway is generated for future Health and Safety Advisors.

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- 15.3. A new H&S communication strategy will be launched in 2024 to enhance communication with all employees on key risks and addressing commonly asked questions, or commonly noted compliance gaps.
- 15.4. The team will continue to work with the Commissioning team in supporting the H&S vetting of bidders. It is anticipated there will be a further increase in bidders in 2024, and therefore creating an efficient and streamlined process is important for both teams.
- 15.5. The H&S team will work with HR Colleagues and service areas to implement a program of Occupational Stress Risk Assessments. A pilot area has been identified in Care Services and following implementation and lessons learned, these will be rolled out across key service areas. The team will support services to consider work-related stressors and where possible, place further mitigations or support.

It is hoped this will not only demonstrate the organisation's commitment to prevent work-related stress and workplace health and wellbeing, but also work to reduce any related absence.

### **16. Priorities for NHS GGC in 2024**

- 16.1. The team will seek to promote the growth of the Health and Safety Culture by increasing the levels of compliance through the completion of the tasks within the SHaW Task Calendar, high-risk audit programme and use of the self-audits.
- 16.2. The team will measure our current levels of Health and Safety Culture using the Health and Safety Executive's Culture survey tool. This will identify areas that require more focus but also indicate where improvements have been made.
- 16.3. There will be a focus on supporting and upskilling HR colleagues in the use of the Stress Guided Conversation toolkit. This proactive and reactive approach will support managers in the use of the toolkit with the aim to reduce the volume of psychological absence relating to anxiety, stress and depression through early intervention.
- 16.4. The service will strive to improve the competence of our workforce through completion of training programmes. This includes Stat Mandatory training and any other related Health and Safety training such as Risk Assessment, Violence Reduction and Control of Substances Hazardous to Health (CoSHH).
- 16.5. The team will work to expand on the digital journey simplifying how Safety Health and Wellbeing is managed by exploring how our current IT platforms can be utilised to reduce duplication.

**17. Recommendations**

17.1 The IJB Finance, Audit and Scrutiny Committee is asked to:

- a) Note the findings made within this report and the data attached; and
- b) Note the main challenges faced throughout the year, and current service and future developments.