

## **1.0 INTRODUCTION & PURPOSE**

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The Purpose of this health and safety strategy is **to ensure health and safety is fully integrated into the management of all aspects of Lancaster City Council operations and the compliance to the Health and Safety Policy**. This Health and Safety Strategy has been developed and endorsed by the Senior Leaders to support and promote proactive health and safety management throughout the organisation including, the quality and environmental standards. The management team believe health and safety is central to everything the organisation does and by working together we can better protect the health and safety of all our staff, visitors, contractors, members of the public and all people we support.

This health and safety strategy looks to continually improve the health, safety and wellbeing of all staff and the residents we support. Lancaster City Council will work closely with all stakeholders, regulatory bodies and external advisors to ensure this strategy sets out and delivers its strategic aims and objectives. This will be achieved through the creation, implementation and monitoring of a robust action plan. This health and safety strategy and its associated action plan will be developed to set targets which are realistic, achievable and measurable.

This is a three-year strategic plan, but it will be reviewed annually to ensure any changes implemented within the company has been reflected in the plan.

## **2.0 BACKGROUND**

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Lancaster City Council operates under various departments each presenting a number of health and safety risks and issues which require careful management. Currently there are a number of ways the organisation is working to promote proactive health and safety management:

- The creation and communication of a suite of corporate health and safety policies.
- The expectation that corporate and departmental procedures are created, communicated and implemented where these are required.
- The health and safety committee with representation from all areas of our business, to meet every 2 months to provide guidance on all aspects of health and safety management and to monitor our performance.
- Collaborative working across the operational and administration teams.
- The roll out of a risk management system to help standardise our health and safety control measures and to provide the Chief Officers with 'real-time' health and safety reports.
- Audits and guidance on health, safety and fire risk management with follow up reports for action where required.
- The investigation of all accidents and incidents to establish causation and the implementation of actions to minimise the risk of recurrence of similar events and which may also result in questions from enforcing authorities.
- Regularly review the trends of reported near misses, audit reports, events and observations in order to continually improve our working practices and standards.

## **3.0 GOALS**

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Lancaster City Council considers the delivery of the following key goals integral in pursuant of the overall purpose of this health and safety strategy:

- Health and safety leadership
- Regulatory compliance and managing risk
- Competence and capability

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- Developing a positive health and safety culture
- Business continuity
- Occupational health and wellbeing
- Monitor and review

### **3.1 GOAL – HEALTH & SAFETY LEADERSHIP**

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Successful health and safety leadership starts at senior management level and establishes a positive culture within the company to keep each other safe, well and healthy.

**What we will do:**

- Establish effective ‘downward’ communication through a sensible yet robust health and safety framework and listen to the messages coming back from our people through various forms of communication methods.
- Ensure we provide the necessary competent and adequate resource to enable effective health and safety management and leadership at all levels and within all divisions.
- Monitor and review our health and safety systems and processes to ensure they are fit for purpose, and continually improve.

**Outcomes:**

- Staff will feel empowered to own and promote safe working practices, creating a positive health and safety working environment.
- Staff will receive the necessary information, instruction and training in order they can carry out their work safely and confidently.
- Adapt our policies, procedures and working practices to be as effective as we possibly can.

### **3.2 GOAL – REGULATORY COMPLIANCE & MANAGING RISK**

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Successful health and safety management needs a thorough and comprehensive risk assessment programme in place with sensible risk mitigation measures implemented and monitored.

**What we will do:**

- Aim to exceed regulatory compliance and achieve high performing safety practices through demonstrable audits and regular risk reduction exercises with all levels of management within the company.
- Establish and regularly review a risk register for the company in order to assess high risk factors and implement consistent and effective control measures (GRACE).
- Establish, maintain and monitor a centralised risk assessment register (My Compliance).
- Provide training and assistance to operational staff to ensure teams have an up-to-date practical risk assessment and risk control strategy in place.
- Establish and maintain a consistent approach across the organisation for risk control and measures.
- Keep up to date on new and changing legislation so as to respond accordingly.
- Keep up to date on events, industry guidance and serious incidents both internally and externally to learn and quickly adapt to client and regulatory requirements.
- Regularly review accidents, incidents, near misses and trends in order to reduce and continually improve our working practices.

**Outcomes:**

- Compliance with applicable health and safety legislation most notably the Health and Safety at Work etc. Act 1974, the Management of Health and Safety Regulations 1999 and other relevant and applicable regulations.
- Consistent approach and framework utilised for risk management practices
- Reduced risk of:
  - injury or harm occurring to any person; and
  - damage to our property, assets and corporate image; and
  - litigation (civil and criminal) to the organisation and/or individual's
- Up to date communication of current health and safety compliance and best practice through the dedicated management system.

### **3.3 GOAL – COMPETENCE**

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Fundamental to the success of this health and safety strategy is to have adequate resource and competent people in place each with a clear understanding of their risk mitigation plan.

**What we will do:**

- Keep an up-to-date health and safety training standard to ensure staff at all levels receive the correct health and safety training for their role.
- Develop a suite of health and safety policies and procedures and work towards a standard approach across the organisation.
- Ensure Line Management have specific health and safety management training to ensure competence in the creation and implementation of risk assessments for their teams.
- Ensure all staff complete mandatory set e-learning and face to face training as defined by a role training matrix and mandatory training standard.

**Outcomes:**

- Through a number of training initiatives staff will receive, up to date, applicable and timely health and safety information, instruction and training.
- Managers are equipped with the knowledge and confidence to manage safety for their respective sites.
- Confident staff who are aware of their legal obligations and that of the organisation as directed in our policies, procedures, training programme and working practices.
- Increased engagement in our strategic health and safety efforts.

### **3.4 GOAL – DEVELOPING A POSITIVE HEALTH & SAFETY CULTURE**

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Safety culture is a combination of the attitudes, values and perceptions that influence how something is **actually** done in the workplace, rather than how it **should** be done.

**What we will do:**

- Lead by example and ensure the health and safety committee continues to be given the backing and commitment required to drive forward our health and safety management framework, systems and review processes.
- Focus on the following areas of our health and safety efforts:
  - Effective communication: both 'top-down' and 'bottom-up'

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- Effective training: to ensure knowledge is up to date
- Effective consultation: to ensure staff feedback is listened to
- Carry out an employee health and safety climate survey to gauge staff thinking and approach to health and safety.
- As part of the new audit programme a behavioural safety initiative is to be implemented across all teams to ensure a consistent approach to safety is maintained and staff are engaged.

**Outcomes:**

- Health and safety is an integrated part of everyone's 'day-job'.
- Staff are motivated to work together to maintain a safe and healthy working environment.
- Staff have the opportunity to formalise their health and safety comments, concerns and general feedback.

### 3.5 GOAL – BUSINESS CONTINUITY

It is paramount that the organisation continues to remain responsive and alert to matters which could harm the business, our staff, members of the public, contractors and other organisations we work closely with.

**What we will do:**

- Monitor national government publications and ensure appropriate measures to be taken in different operating environments to keep people safe from potential threats.
- Ensure staff are ever mindful of what escalation procedures are required whenever a member of staff, visitor, or contractor presents with symptoms of an infectious virus or disease.
- Ensure that our risk assessment framework is reviewed and all control measures relating to infection control.

**Outcomes:**

- The organisation continues to be alert to and effectively manage the risks of infectious virus / disease to the organisation's operations and safety of our staff, contractors and visitors.
- The organisation can demonstrate health, safety and event mitigation and control is managed effectively.
- The organisation will be effectively prepared for any future pandemics or the like in the future.

### 3.7 GOAL – OCCUPATIONAL HEALTH & WELLBEING

It is important how we care for our staff and their health both physically and mentally.

**What we will do:**

- Actively promote mental and physical health campaigns across the business with champions identified within the company to assist in the promotion and guidance.
- Implement a health surveillance programme based on the health hazards and each individual's job role.

**Outcomes:**

- Reduction of sickness absence rates across the organisation.

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- Mentally and physically well staff engaged in their job role and the impact they have in the organisation.
- Improvement in the understanding of the occupational health hazards and the control measures implemented.

### **3.8 GOAL – MONITOR & REVIEW**

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The Senior Managers will monitor the effectiveness of this strategy to ensure it remains up to date and effective:

**What we will do:**

- Ensure the Health and Safety Committee provides timely reports to the management team on our current health and safety management strategy, concerns and risk mitigation plans at least every 4 months.
- Ensure RIDDOR reports along with accident, incident and near miss occurrence data is reviewed and the resulting information acted upon.
- Our competent person will ensure that a robust audit programme is in place, to be undertaken by our own competent person and external providers with resulting actions for improvement fed back to the management and Health and Safety Committee.

**Outcomes:**

- The organisation can demonstrate to stakeholders a clear commitment to effective and sensible health and safety management across the organisation.
- The organisation can respond swiftly to changing circumstances needs or any identified health and safety trends.
- Have continued access to impartial, professional and up to date advice to ensure our health and safety management framework, systems and processes remain effective and current.

### **4.0 KEY ROLES AND RESPONSIBILITIES**

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**Chief Officers**

Approve, support, actively promote and provide the relevant resources to maintain a safe and compliant working environment.

**Health, Safety & Wellbeing Joint Consultative Committee (JCC)**

The Health, Safety & Wellbeing JCC will regularly review progress, advise actions and coordinate the organisation's Health and Safety activities and culture. It will use every endeavour to ensure the systems and checks in place for audit, property / vehicle management and related activities are functional and fit for purpose. This committee will advise the management team of any concerns that may place the company or its employees at risk.

**Health and Safety Representatives / Trade Union Representatives**

A Trade Union Safety Representative is a fellow worker who represents other union members to look after the health and safety at work of people they work with. Trade Union Representatives are to be consulted on all health and safety matters relating to this strategy.

**Managers and Supervisors**

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Ensure that health and safety remain a key part of all team meetings and that all operational areas of the organisation are compliant in terms of actions and policy adherence. They will be responsible for escalation where appropriate and immediate mitigation locally and informing the health and safety team of any incidents and audit report actions.

**All Staff**

All members of staff have an obligation to contribute to the safety of all employees, contractors and visitors and a responsibility to ensure their own actions are compliant, minimising the risk of harm to themselves and others.