

NHS LANARKSHIRE

Occupational Health and Safety Governance and Strategic Framework 2024 - 2027

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i CONSULTATION AND DISTRIBUTION RECORD	
Contributing Author	<ul style="list-style-type: none">• Salus Occupational Health, Safety and Return to Work Service General Manager
Consultation Process / Stakeholders	<ul style="list-style-type: none">• Human Resources Director• Staff Governance Group Members• Members of the Staff Governance Committee• Members of the Occupational Health, Safety and Well-being Performance Group
Distribution	<ul style="list-style-type: none">• All Staff through Staff Briefing• NHS Lanarkshire Corporate Policies Open Access Web Portal

CHANGE RECORD			
Date	Author(s)	Change(s)	Version No.
August 2009	Human Resources Director	Development and Implementation of an Occupational Health and Safety Strategy for NHS Lanarkshire	1
September 2014	Salus Occupational Health, Safety and Return to Work Service General Manager	Update governance, monitoring and auditing arrangements per CEL2011 (13). Removal of Management arrangements, Health and Safety Policy Statement to be included within a new separate Health and Safety Policy. The key relationships section was removed as it is no longer relevant to the revised document	2
September 2017	Head of Health and Safety/ Salus Occupational Health, Safety and Return to Work Service General Manager	Change in title from 'Occupational Health and Safety Strategy and Governance Arrangements' to 'Occupational Health and Safety Governance and Strategic Framework'. Revised and additional content introduced. Updated high-level health and safety governance structure (Appendix 1)	2.1
December 2018	Head of Health and Safety/ Salus Occupational Health, Safety and Return to Work Service General Manager	General Data Protection Regulation (GDPR) changes applied to 'Change Record' and GDPR statement added to Section 7, 'Communication Plan'	2.1
September 2021	Head of Health and Safety/ Salus Occupational Health, Safety and Return to Work Service General Manager	<ul style="list-style-type: none"> Policy template revised to reflect NHS Lanarkshire Policy Template 'Developing Organisation Policies' Version 6.0, October 2019 – Writing an NHSL Policy http://firstport2/resources/policies/Pages/default.aspx Section 2.2 Covid-19 occupational health risk acknowledged with a commitment to continue to enhance staff and patient safety 	2.2

CHANGE RECORD			
Date	Author(s)	Change(s)	Version No.
September 2021	Head of Health and Safety/ Salus Occupational Health, Safety and Return to Work Service General Manager	<ul style="list-style-type: none"> Section 3. Expansion and clarification of specialist support and services available to staff to facilitate occupational health and well-being. This includes acknowledgement of Occupational Health Advisors, Health and Safety Specialists; Moving and Handling Advisors and Specialist Trainers; Prevention and Management of Violence and Aggression Advisors (PaMoVA) and Specialist Trainers; Vaccination programmes for new and existing staff; Face Fit Testing for respiratory protection; Health surveillance for a wide range of occupational conditions including noise, vibration, lung function testing, etc.; Wide range of accessible e-learning courses ; Practical training for a wide range of Health, Safety and Clinical courses; Inspection and audits for occupational health and safety as part of day-to-day operational activities i.e. workplace transport, environmental audits for Covid-19 safeguarding, ventilation audits, site inspections, moving and handling, PaMoVA; Staff support for mental health including specially trained staff helpline for advice and guidance, absence reporting, counselling, musculoskeletal issues, etc. Section 3.1 Strategic Aims updated to include compliance, enhancement of staff knowledge skills and the application of these through a wide range of training courses, including e-learning, practical face-to-face, clinical, job and task-specific Section 3.2 Objectives were updated to highlight the need to ensure that staff feel supported when at work and when absent from work and to make reasonable adjustments to support staff returning to the workplace. Acknowledgement that the NHS Lanarkshire Control Book continues to be the key safety management system employed by NHS Lanarkshire to comply with the HSE system of Plan, Do, Check and Act 	2.2

CHANGE RECORD			
Date	Author(s)	Change(s)	Version No.
September 2021	Head of Health and Safety/ Salus Occupational Health, Safety and Return to Work Service General Manager	<ul style="list-style-type: none"> Section 4.2.6 Reminder of the key role that PSSD undertake in promoting a positive and collaborative working relationship with partner companies, i.e. Private Finance Initiative (PFI) and other outsourced Facilities Management (FM) providers, i.e. Graham's who provide maintenance of nominated hospital and other NHS Lanarkshire buildings Section 5.1 In terms of national standards and legislative requirements, an acknowledgement of the key role that the 'Statutory Legislative Compliance Register performs in dovetailing with the Occupational Health and Safety Governance and Strategic Framework Section 5.2/6.3 Importance of monitoring and auditing arrangements highlighted Appendix 1 revised to reflect the current Occupational Health and Safety Governance Structure 	2.2
September 2024	Head of Health and Safety/ Salus Occupational Health, Safety and Return to Work Service General Manager	<ul style="list-style-type: none"> Policy template revised to reflect the NHS Lanarkshire Policy 2022 Template. Change from version 2.2 to 2.3 Review and update of content to closely mirror CEL 13 (2011) 'Safe and Well at Work: Occupational Health & Safety Strategic Framework for NHS Scotland' publication Formatting changes throughout policy document Update of Governance group title for the Occupational Health, Safety and Well-being Performance Group Contents page updated Section 1.0 Executive Summary revised to reflect the four key priorities of CEL 13 (2011) Minor changes to Section 2.1 Introduction Revision and update to Section 2.2 Occupational Health and Safety Risks 	2.3

CHANGE RECORD			
Date	Author(s)	Change(s)	Version No.
September 2024	Head of Health and Safety/ Salus Occupational Health, Safety and Return to Work Service General Manager	<ul style="list-style-type: none">Section 3.0 Strategic Aims and Objectives updatedSection 3.2 Objectives revisedAppendix 1 NHS Lanarkshire Board High-Level Occupational Health and Safety Governance Structure minor revision removing Law House as having a safety forum.	2.3

1.0 EXECUTIVE SUMMARY

- 1.1 CEL 13 (2011) 'Safe and Well at Work: Occupational Health & Safety Strategic Framework for NHS Scotland' requires NHS Lanarkshire to ensure that there is an Occupational Health and Safety Governance and Strategic Framework in place to outline how NHS Lanarkshire will "approach occupational health and safety to keep staff motivated and healthy, engaged and safe" (source CEL 13 (2011)).
- 1.2 CEL 13 (2011) promotes a person-centred approach to the occupational health and safety of all NHS Scotland staff and aims to:
 - 1.2.1 Ensure consistent and effective organisational commitment to improving the health, safety and well-being of all staff;
 - 1.2.2 Demonstrate that the improved health and well-being of staff are linked to improvements in patient care; and
 - 1.2.3 Demonstrate clear links to CEL 13 (2011) Quality Strategy and the Staff Governance Standard and include the four key priorities outlined within the standard of:
 - Mental health and well-being;
 - Musculoskeletal disorders;
 - Aggression and violence; and
 - Slips, trips and falls.
- 1.3 The NHS Lanarkshire Health and Safety Governance and Strategic Framework provides an outline of a range of strategic aims and objectives for delivering occupational health and safety governance arrangements within NHS Lanarkshire. It is refreshed at three-yearly intervals in line with the Governance protocols for NHS Lanarkshire Corporate Policies.
- 1.4 This strategic framework seeks to confirm NHS Lanarkshire's commitment to staff in ensuring, as far as is practicable, a safe and healthy working environment, including occupational health and safety policies, procedures and support services. Successful implementation of this framework will seek to minimise the number of staff affected by work-related injury or illness, promote positive health and well-being and ultimately deliver quality patient care.
- 1.5 The Board and Corporate Management Team place great importance on the health, safety, and welfare of staff, students, patients, volunteers, visitors, members of the public, contractors, and partner companies/agencies. NHS Lanarkshire acknowledges its statutory obligations under health and safety legislative requirements and the responsibility for managing health and safety risks.
- 1.6 Occupational health and safety are central components of effectively executing organisational commitments. By working in partnership, NHS Lanarkshire can ensure it provides healthcare services that are safe and secure for patients, the public, and its workforce. This strategy is integral to NHS Lanarkshire's occupational health and safety management arrangements. The strategy also seeks to share the management of occupational health and safety risks with other services and departments to promote the management of occupational health and safety.

- 1.7 NHS Lanarkshire operates from multiple sites, presenting different occupational health and safety risks. The senior management team is responsible for ensuring the occupational health, safety, and welfare of staff, students, patients, volunteers, visitors, members of the public, contractors, and partner companies/agencies. They delegate day-to-day management responsibilities to line managers.
- 1.8 NHS Lanarkshire has a range of policies, procedures, and other associated documents that support this strategic framework. These documents describe in more detail the organisational structure and arrangements of NHS Lanarkshire's occupational health and safety management systems. They also include the roles and responsibilities of managers and staff within a range of other respective policies and procedures.
- 1.9 This strategy also acknowledges that not all occupational health and safety risks can be eliminated. Ultimately, the organisation is to decide which risks it is prepared to accept based on the knowledge that an effective risk assessment has been carried out and that the risk has been reduced as far as is reasonably practicable as a consequence of the assessment and/or the implementation of effective control(s).
- 1.10 This strategy also includes support for the occupational health, safety and well-being of all staff and persons undergoing training within NHS Lanarkshire. NHS Lanarkshire will seek to work with stakeholders, services and partner agencies to promote health and well-being, prevention of absence, and staff support when affected by illness, injury and/or a disability in undertaking an assessment to help staff remain in the workplace as far as is practicable with reasonable adjustments and support.
- 1.11 The responsibility for occupational health and safety requires ownership from all within NHS Lanarkshire including Directors, Site Directors, General Managers, Heads of Service, Service/Departmental Managers and Line Managers within their area of responsibility supported by occupational health and safety specialists. The responsibility includes implementing this framework and ensuring its aims and priorities are reflected in their Divisional and Service areas' plans, strategies and practices.
- 1.12 Every person employed directly and/or indirectly by and/or on behalf of NHS Lanarkshire is expected to take reasonable care for their own health and safety and the safety of other persons who may be affected by their decisions at work and to cooperate with NHS Lanarkshire's Directors, Site Directors, General Managers, Heads of Service, Service/Departmental Managers and Line Managers to enable NHS Lanarkshire to comply with all relevant statutory duties and the NHS Lanarkshire occupational health and safety governance and strategic framework.

2.0 OCCUPATIONAL HEALTH AND SAFETY GOVERNANCE AND STRATEGIC FRAMEWORK

2.1 INTRODUCTION

- 2.1.1 NHS Lanarkshire supports occupational health and safety practice as a core activity within the organisation, which needs to be managed effectively by all involved. Occupational health and safety is fundamental to NHS Lanarkshire's governance framework.
- 2.1.2 This strategy outlines the occupational health and safety strategy and governance arrangements within NHS Lanarkshire. It is based upon and incorporates Safe and Well at Work: Occupational Health & Safety Strategic Framework for NHS Scotland (2011), a commitment from the Scottish Government to ensure that NHS Scotland Boards outline their responsibility to be exemplary employers who value their staff and have integrated strategies for ensuring a safe and healthy working environment, including occupational health and safety policies and services.
- 2.1.3 The NHS Lanarkshire Occupational Health and Safety Governance and Strategic Framework aims to continue developing and promoting a positive health and safety culture within NHS Lanarkshire.
- 2.1.4 Inadequately managed health and safety has the potential to prevent NHS Lanarkshire from achieving its strategic intentions and objectives and may directly or indirectly cause harm to those it cares for, employs or otherwise affects, as well as incurring loss relating to lost time through work-related injuries, sickness absence and ill health, replacement staffing costs, impact on service effectiveness, financial costs from fines, legal fees, compensation claims, impact on reputation, goodwill, partnership working and/or public confidence in services being provided.
- 2.1.5 A broad range of other policies, procedures, and guidance supports this strategy. It outlines NHS Lanarkshire's commitment to proactively manage its health and safety management system (Control Book) to ensure it remains fit for purpose in a continually changing health and social care environment. The strategy identifies how NHS Lanarkshire will address these systematically through its occupational health and safety governance framework. It has been endorsed by the Staff Governance Committee, outlining a clear structure of responsibility and accountability to the NHS Lanarkshire Board and Corporate Management Team (please refer to Appendix 1).
- 2.1.6 Effective occupational health and safety management seeks to prevent injuries from occurring, comply with legal and healthcare standards, reduce work-related sickness absence, improve health and well-being and provide a safe and secure environment.

2.2 OCCUPATIONAL HEALTH AND SAFETY RISKS

- 2.2.1 NHS Lanarkshire ensures through the provision of services provided by the Salus Occupational Health, Safety and Return to Work Service that occupational health and safety risks are supported as part of its operational healthcare-related activities.

The following are examples of wide-ranging work-related issues that can potentially affect staff, students, patients, visitors, volunteers, contractors, partner companies/agencies and other persons affected by NHS Lanarkshire activities, with the issues highlighted being neither exclusive nor exhaustive:

- 2.2.1.1 Mental health and well-being: up to one in four adults within the UK experiences at least one diagnosable mental health problem in any given year, with everyone potentially susceptible to being affected at some point in their working life. Mental health includes emotional, psychological and general well-being. Mental health problems represent the most significant single cause of disability in the UK, i.e. anxiety, depression, etc., with many of the source issues unrelated to work although affecting a person's ability to remain at work (source <https://www.england.nhs.uk/mental-health/adults/>).
- 2.2.1.2 Threats and acts of aggression and violence towards staff and patients from members of the public, i.e. patients, service users, relatives or other members of the public. This includes verbal abuse, bullying, harassment and physical assaults. This is significantly more challenging within healthcare, where there is a requirement to meet patients' and service users' healthcare needs and condition(s).
- 2.2.1.3 Fire safety in hospitals, specifically where inpatient facilities and patients are immobile and/or have mobility and capacity issues.
- 2.2.1.4 Musculoskeletal disorders (MSK) include back pain, neck or arm strains, and diseases of the joints. MSKs can be caused by incorrect handling, moving patients without equipment, carrying or lifting heavy objects, not having equipment in the workplace personally adjusted, lack of knowledge and experience of work-related activities, etc.
- 2.2.1.5 High-risk sharps injuries from needles, scalpels and other medical equipment/instruments contaminated with blood or other biological fluids accidentally penetrating the skin.
- 2.2.1.6 Patient and staff slips, trips, and falls can occur, particularly where environmental aspects add to the risk of falls for staff and older and/or frail patients. These can include falls from height, i.e., from a bed, falls on the same level, i.e., patient falls on the way to the toilet, trips on loose or damaged flooring, and external areas, such as a car park when wet, icy, or the surface is damaged, etc.
- 2.2.1.7 Injuries sustained while caring for patients and vulnerable people in the community, including visits to patients' homes, remote locations, or environments.
- 2.2.1.8 Lone working and/or working in isolation, including travelling on NHS Lanarkshire business to dispersed/community sites when a person may be more vulnerable to an accident, medical emergency, sudden illness, inadequate provision of rest, hygiene and welfare facilities, and physical violence.
- 2.2.1.9 The handling and use of hazardous substances and/or pathogens that could lead to skin damage, occupational diseases or conditions, biological agents such as bacteria and viruses, such as COVID-19 and variant strains, Mpox, influenza, measles, chickenpox, etc.

2.2 OCCUPATIONAL HEALTH AND SAFETY RISKS (continued)

- 2.2.1.10 Other risks that may affect some healthcare staff include confined spaces, electrical safety, the use of a range of equipment and machinery, gas safety, including medical gases, asbestos-containing materials, noise, pressure equipment, radiation, vibration, working at height, workplace transport, and work-related stress.
- 2.2.1.11 Exposure to chemical substances labelled as dangerous to the environment, toxic, harmful/irritant, corrosive, oxidising, flammable, and explosive and any substance assigned a workplace exposure limit (WEL). These are identified in HSE EH40 Workplace Exposure Limits and can, over prolonged exposure, lead to work-related occupational asthma.
- 2.2.1.12 The risk presented to staff from occupational exposure to certain highly infectious viruses, such as COVID-19, Mpox, influenza, measles, chickenpox, etc. and other variant strains, has decreased due to the introduction of vaccines. However, potential exposure while providing care, treatment, and service to patients and service users requires continued vigilance and occupational health and safety support.

2.3 WORKING IN PARTNERSHIP WITH STAFF, STUDENTS, VOLUNTEERS, CONTRACTORS AND PARTNER COMPANIES/AGENCIES

NHS Lanarkshire benefits from input from staff, students, volunteers, contractors and partner companies/agencies, particularly in relation to:

- 2.3.1 Health risks associated with clinical work, work equipment and intensive use of screen display equipment;
- 2.3.2 A range of occupational safety-related issues which can include fire safety, first aid, electrical, medical gas and water safety, chemical safety, asbestos, near miss and accident reporting, risk assessment and any other potential hazards associated with healthcare-related workplace activities;
- 2.3.3 Health promotion in the workplace, including well-being and managing stress;
- 2.3.4 Employment issues including young workers, night workers, lone working and expectant mothers;
- 2.3.5 Delivery of training in manual handling, violence and aggression, risk management/assessment, DSE safety, COSHH, fire safety and specific targeted specialised training for staff working in certain areas i.e. pathology, microbiology, diagnostic services, theatres, maternity, dermatology, dental, etc.
- 2.3.6 Staff, students, volunteers, contractors and partner companies/agencies at all levels of the organisation are responsible for their own health and safety and the safety of others affected by their actions. They must also work closely with NHS Lanarkshire staff to ensure adherence to relevant policies and procedures.
- 2.3.7 All of the above are supplemented with professional advice from internally appointed and professionally accredited staff with support from control book holders and service/line managers who are involved in undertaking suitable and sufficient risk assessments and implementing safe systems of work.
- 2.3.8 NHS Lanarkshire works closely with several external agencies to improve Health and Safety within all areas of the Health Board. Responsibility for ensuring NHS Lanarkshire complies with current health and safety legislation rests with several enforcement agencies, including but not exclusively the Health and Safety Executive, Scottish Fire and Rescue Service, Police Scotland, and Local Authorities, all of whom NHS Lanarkshire seeks to develop a mutually collaborative and positive working relationship.

3.0 STRATEGIC AIMS AND OBJECTIVES

The overarching aim of this framework is to provide strategic direction and encourage all NHS Lanarkshire Services to integrate health and safety into their daily operational activities. Doing so will assist NHS Lanarkshire in becoming an increasingly safer and healthier place to work, receive, and deliver care.

All services already address occupational health and safety positively and constructively, which includes specialist support and access to the following range of qualified and experienced specialists who have extensive experience, knowledge, qualifications and the application of these to deliver competent advice, guidance and training within their service area(s):

- ❖ Occupational Health Advisors.
- ❖ Blood Borne Specialist Nurse Advisor.
- ❖ Health and Safety Specialists.
- ❖ Moving and Handling Advisors and Specialist Trainers.
- ❖ Prevention and Management of Violence and Aggression Advisors (PaMoVA) and Specialist Tutors/Trainers.

Proactive examples of some of the services being delivered by the Occupational Health and Safety Specialists include:

- ❖ Sickness absence support.
- ❖ Management referrals for occupational health.
- ❖ Vaccination programmes for new and existing staff.
- ❖ Face Fit Testing for Respiratory Protection.
- ❖ Health surveillance for various occupational conditions, including noise, vibration, lung function testing, etc.
- ❖ Accessible e-learning courses.
- ❖ Practical training for a wide range of Health, Safety and Clinical courses, including manual handling, PaMoVA, administering a Control Book, risk assessment, safe use/assessment and set up of display screen equipment, dangerous goods safety, and safe handling of liquid nitrogen.
- ❖ Inspection and audits for occupational health and safety to review operational activities, i.e. workplace transport, compliance audits, ventilation assessments and audits, site inspections, moving and handling, PaMoVA, moving and handling, accident investigations and reports, specialist monitoring including occupational hygiene for medical gases, vibration, etc.
- ❖ Staff support for mental health includes a specially trained helpline for advice and guidance, absence reporting, counselling, and musculoskeletal issues.

The above services help ensure occupational health and safety continue to form an integral part of the support service available to staff, which helps safeguard staff, patients, and any persons who could potentially be affected by NHS Lanarkshire's work activities.

3.1 STRATEGIC AIMS

Strategic aims are intended to promote a positive occupational health and safety culture with coherent policies and procedures aligned to Health and Safety Acts, Regulations, Approved Codes of Practice and/or HSE and healthcare-related guidance.

In principle, the three key strategic aims of this framework are:

- 3.1.1 Ensure the provision of high-quality occupational health and safety services to meet all healthcare related legal and policy obligations.
- 3.1.2 Ensure Occupational Health, Safety and Staff Well-Being are managed through appropriate governance groups, and objectives are aligned with the Staff Governance Standard.
- 3.1.3 Collaborate to improve service provision and safe working practices.

3.2 OBJECTIVES

The occupational health and safety objectives for NHS Lanarkshire over the next three years are to:

- 3.2.1 Safeguard the health, safety and welfare of all NHS Lanarkshire staff, students, patients, visitors, volunteers, contractors, partner companies/ agencies and all other persons affected by NHS Lanarkshire activities to ensure they can undertake their responsibilities within a safe environment.
- 3.2.2 Improve work and working lives for staff in NHS Lanarkshire. Safeguard the health, safety, and welfare of all NHS Lanarkshire staff, students, volunteers, contractors, and partner companies/agencies to ensure they are able to undertake their responsibilities within a safe environment. Foster a safer workplace, improve employee morale, and decrease downtime due to accidents.
- 3.2.3 Enhance NHS Lanarkshire's health and safety management structures and arrangements, with an emphasis on monitoring the implementation of health and safety-related policies, processes, and associated outcomes.
- 3.2.4 Compliance with Health and Safety related legislative requirements for health and safety related to providing training to safeguard NHS Lanarkshire staff, patients, students, work experience, trainees, volunteers, temporary and/or agency workers working for NHS Lanarkshire through competency-based training.
- 3.2.5 Ensure that NHS Lanarkshire Health Board management, service leads, and staff receive access to competent Occupational Health, Safety and Well-being advice and guidance.
- 3.2.6 Positive and proactive engagement with enforcing and inspection authorities related to occupational health and safety.

3.2 OBJECTIVES (continued)

- 3.2.7 Provision of fit testing to support staff required to wear FFP3 or equivalent protective face masks to comply with Health and Safety Executive (HSE) Guidance.
- 3.2.8 Collaborate on the safe design of the Monklands Replacement University Hospital.

These core objectives are linked to the broader governance agenda incorporating risk management. NHS Lanarkshire has a statutory duty to manage occupational health and safety proactively, and there are internal systems to monitor the health and safety provision in delivering NHS Lanarkshire services.

NHS Lanarkshire is committed to enhancing existing management systems, including those covering occupational health and safety risks and controls, and to driving forward improvements against the strategic aims outlined within this framework.

The NHS Lanarkshire Control Book continues to be the key safety management system employed by NHS Lanarkshire to comply with the HSE guidance document INDG275 'Plan, Do, Check, Act'.

4.0 OCCUPATIONAL HEALTH AND SAFETY GOVERNANCE

4.1 GOVERNANCE COMMITMENT

NHS Lanarkshire is committed to robust and transparent governance arrangements. This framework approach to the occupational health, safety, and well-being of staff complements and supports the important role that the workplace plays in preventing ill health and promoting health and well-being. It also identifies the link between staff health, well-being, productivity, and high-quality patient care.

4.2 ACCOUNTABILITY AND RESPONSIBILITY ARRANGEMENTS FOR OCCUPATIONAL HEALTH AND SAFETY GOVERNANCE

(Please refer to Appendix 1)

The section below summarises the roles and responsibilities of the Board, Non-Executive Directors, Chief Executive, Directors, Managers, Occupational Health and Safety Professionals, and Staff in respect of the governance arrangements for occupational health and safety governance within NHS Lanarkshire.

4.2.1 The Board

The Board is responsible for ensuring that appropriate governance structures are in place within the organisation and for receiving assurances from the Chief Executive, Deputy Chief Executives, Executive Directors, and Non-Executive Directors regarding health and safety matters, ensuring that they are an integral part of the Board's culture, values, and performance standard.

4.0 OCCUPATIONAL HEALTH AND SAFETY GOVERNANCE

(continued)

4.2.2 Corporate Management Team

The Human Resource Director (HRD)/Deputy Chief Executive for Corporate, Governance and Culture will chair the Occupational Health, Safety & Wellbeing Performance Group and review quarterly Occupational Health and Safety reports from Divisional Services and the Salus Occupational Health, Safety and Return to Work General Manager. Any areas or issues for escalation related to occupational health and safety will be brought to the attention of CMT members by the HRD.

This facilitates an escalation process and the opportunity for CMT members to be briefed on occupational health and safety issues of note, health and safety legislative compliance matters by exception and occupational health and safety performance. Where appropriate, additional exception reports related to occupational health and safety will be submitted to the CMT by the HRD or through their delegated authority by another designated person on their behalf.

4.2.3 Staff Governance Committee

In accordance with the Staff Governance Standard, the Salus Occupational Health, Safety and Return to Work General Manager will submit an annual occupational health and safety report to the Staff Governance Committee for review and comment, noting any specific areas of interest and an outline work plan for the year ahead. The Staff Governance Committee reports to the Board and can acknowledge any specific highlights/concerns related to occupational health and safety performance for NHS Lanarkshire as appropriate.

4.2.4 Occupational Health, Safety & Wellbeing Performance Group

NHS Lanarkshire's health and safety reporting mechanism is determined and overseen by the Occupational Health, Safety & Wellbeing Performance Group (OHSWPG), which has representation from the Acute, Corporate Services, PSSD and Health and Social Care Divisional leads within the Board. Key occupational health and safety performance measures will be reviewed, and exceptional items will be escalated to the Corporate Management Team as and when appropriate.

4.0 OCCUPATIONAL HEALTH AND SAFETY GOVERNANCE

(continued)

4.2.5 Divisional, Health and Social Care and General Acute Hospitals Occupational Health & Safety Partnership Committees/Groups

Divisional, Health and Social Care and University Acute Hospitals Occupational Health & Safety Partnership Committees/Groups will meet at agreed-scheduled intervals (at least tri-annually, i.e. three times in one year) and are responsible for submitting an exception report and/or outline an action plan to the Occupational Health and Safety Performance Group following each meeting. Divisional, Health and Social Care and General Acute Hospitals Occupational Health & Safety Partnership Committees/Groups will be chaired by a member of their Senior Management Team, i.e. the Head of Health for Health and Social Care, the Site Director for each of the three Acute sites, the Property & Support Services Department (PSSD) General Manager and a nominated senior manager for other Corporate Service Committees/Groups. An alternative senior management team lead may be nominated to chair the group where appropriate.

Due to the nature of NHS Lanarkshire Divisional and Service structures and sites, etc. and the interface between the Property Support Services Division (PSSD) and clinical services. Services are allowed to be represented on each local committee/group as are other relevant Corporate Service functions as appropriate, i.e. Infection Control, Hotel Services, Occupational health and safety, etc. Any local third-party providers e.g. PFI Facilities Management should where possible also be represented on the local committee/group. The designated chair of a committee/group can nominate a co-chair or senior manager to act as a chair in their absence and/or as their nominated representative. The Occupational Health and Safety Partnership Committees/Groups are responsible for the localisation, implementation and monitoring of relevant aspects of this occupational health & safety strategic framework.

4.2.6 Consortium & Facilities Management (FM) Service Providers

PSSD will promote a positive and collaborative working relationship with partner companies, i.e. Private Finance Initiative (PFI) and other outsourced Facilities Management (FM) providers, i.e. Principal Contractors who provide maintenance, construction, refurbishments, re-models, extensions, new builds and demolition services across NHS Lanarkshire.

The PSSD General Manager has overall responsibility for managing these contracts. Within each of the FM contracts, arrangements are in place for managing, monitoring, and recording contract performance. These arrangements will include monitoring and reviewing occupational health and safety related issues.

5.0 ORGANISATIONAL ARRANGEMENTS

Organisational arrangements for occupational health and safety governance are established to ensure they operate effectively. Appendix 1 identifies the OHSWPG as setting the strategic direction for occupational health and safety and ensuring the coordination of the various health and safety committees and partnership groups. In addition, any significant organisational areas of concern related to occupational health and safety must be brought to the attention of the Director of Human Resources as soon as is practicable. The Salus Occupational Health, Safety and Return to Work General Manager reports to the Director of Human Resources and, where appropriate, can submit update papers to the Chief Executive and/or Executive Directors through the Corporate Management Team where there is a need to highlight any significant concern regarding compliance with occupational health and safety.

5.1 NATIONAL STANDARDS AND LEGISLATIVE REQUIREMENTS

As noted in 1.1, this framework strategy seeks to encapsulate specific areas identified within CEL2011 (13) Safe and Well at Work: Occupational Health & Safety Strategic Framework for NHS Scotland (2011). In addition, a 'Statutory Legislative Compliance Register' is administered through the Staff Governance Committee. The register identifies the critical legislative framework applicable to NHS Lanarkshire's activities and services to ensure compliance with statutory requirements acknowledged and managed within appropriate governance arrangements.

5.2 MONITORING AND AUDITING ARRANGEMENTS

The Occupational Health and Safety Governance and Strategic Framework is subject to strategic review by Staff Governance Committee members. It will be monitored at an operational level by the Occupational Health, Safety & Well-being Performance Group and monitored for fitness of assurances/controls by the auditing of the Boards occupational health and safety management systems and subject to audit by the Health Board's internal auditors who submit periodic reports to the Audit Committee and Salus external auditors as part of the British Standards accreditation for quality standards for ISO 9001:2015 administered by the British Standards Institute (BSI). The Salus Health and Safety Section will also conduct planned audits and inspections and/or workplace visits/reviews.

5.3 REVIEW

The Occupational Health and Safety Strategy and Governance Arrangements will be subject to additional review by the Occupational Health, Safety & Well-being Performance Group.

6.0 RESOURCE IMPLICATIONS

- 6.1 Time for nominated staff to prepare for and attend scheduled occupational health and safety committees and partnership forums.
- 6.2 Members of occupational health and safety committees and partnership forums to participate in site inspections on behalf of the chair of local safety committees and partnership forums.

6.0 RESOURCE IMPLICATIONS (continued)

- 6.3 Time and support for Departmental Managers/Control Book Holders to attend training to administer a Control Book to assess hazards and potential risks to staff related to occupational health and safety matters, undertake periodic inspections and communicate assessment content/control measures to relevant staff. Control Books are subject to audit within a 3-year audit cycle.
- 6.4 Divisional Service leads to ensure staff have time to complete mandatory, compulsory, statutory and clinical practice training within indicated refresher periods and as part of the induction of new staff members to NHS Lanarkshire.

7.0 COMMUNICATION PLAN

This policy is posted on the NHS Lanarkshire public website and is accessible to all. From the revision of the policy framework, there will be no further formal programme of introduction or cascade. However, there will be general notification of the revision through the staff briefing process. Directors, Site Directors, General Managers, Heads of Service, Service/Departmental Managers and Line Managers are responsible for ensuring the Occupational Health and Safety Governance and Strategic Framework is communicated to their staff.

NHS Lanarkshire ensures your personal information is only accessible to authorised persons. Our staff have a legal and contractual duty to keep personal health information secure and confidential. To find out more about current data protection legislation and how we process your information, please visit the Data Protection Notice on our website at www.nhslanarkshire.scot.nhs.uk or ask a member of staff for a copy.

8.0 QUALITY IMPROVEMENT – MONITORING AND REVIEW

This policy will be reviewed every three years by the Staff Governance Committee.

9.0 EQUALITY IMPACT ASSESSMENT (EQIA)

NHS Lanarkshire is committed to ensuring that, as far as is reasonably practicable, the way we provide services to the public and how we treat our staff reflects their individual needs and does not discriminate against individuals or groups on any grounds. This policy has been appropriately assessed.

EQIA completed?

Yes



10.0 REFERENCES

- 10.1 **CEL 13 (2011)** - 18 March 2011 'Occupational Health and Safety Strategic Framework for NHS Scotland'. https://www.sehd.scot.nhs.uk/mels/CEL2011_13.pdf (link correct at time of issue).

APPENDIX 1

NHS LANARKSHIRE BOARD HIGH-LEVEL OCCUPATIONAL HEALTH AND SAFETY GOVERNANCE STRUCTURE

