

**CLACKMANNANSHIRE COUNCIL**

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**Report to: Audit and Scrutiny Committee**

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**Date of Meeting: 26 October 2023**

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**Subject: Health & Safety Annual Report 2022/23**

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**Report by: Health & Safety Manager**

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### **1.0 Purpose**

- 1.1. This report provides the 2022/23 annual report on Health & Safety performance across the Council.

### **2.0 Recommendations**

- 2.1. The Committee is asked to note the report, commenting and challenging as appropriate.

### **3.0 Considerations**

- 3.1. The Council has a legal duty to ensure the health and safety of its employees and anyone who comes into contact with the services we provide as well as ensuring no person comes to harm. This helps prevent loss or damage to property, disruption due to incidents and claims being made against the Council.
- 3.2. The Health & Safety Team have been heavily involved in the ongoing recovery to the pandemic. This has reduced the amount of time available to the team to progress work which had previously been planned.
- 3.3. Significant work has been undertaken over the last year to improve the health and safety culture across the organisation and the report provides detail of this activity, enforcement activity by external bodies and performance measures.
- 3.4. There is still work to be undertaken to ensure the Council fully meets its legal obligations. A Health & Safety Strategy 2022-2025 was approved by Council on 6<sup>th</sup> October 2022 followed by the approval of a Wellbeing Strategy on 1<sup>st</sup> December 2022. These strategies provide a framework for the work we need to undertake.

### **4.0 Sustainability Implications**

- 4.1. None Noted.

## 5.0 Resource Implications

### 5.1. Financial Details

5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes

5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes

### 5.4. Staffing

## 6.0 Exempt Reports

6.1. Is this report exempt? Yes  (please detail the reasons for exemption below) No

## 7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box )

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all   
Our families; children and young people will have the best possible start in life   
Women and girls will be confident and aspirational, and achieve their full potential   
Our communities will be resilient and empowered so that they can thrive and flourish

(2) **Council Policies** (Please detail)

Health & Safety Policy

## 8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? Yes  No

## 9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

## 10.0 Appendices

10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

- **Appendix 1:** Health & Safety Annual Report 2022/23

## 11.0 Background Papers

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes  (please list the documents below) No

### Author(s)

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### Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director Partnership and Performance	





# Health and Safety

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## Annual Report 2022–2023

Be the  
Future

Be the Future

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# 1. INTRODUCTION

## 1.1 Aims and Objectives

In order to manage Health and Safety (H&S) effectively, it is essential to carry out and report on periodic reviews of H&S performance. This report aims to provide senior management and Elected Members with insight into the deployment of H&S across the Council. Management information is included for the period 1<sup>st</sup> April 2022 to 31<sup>st</sup> March 2023. Information relating to the use and performance of the Occupational Health contract is also considered.

The report also provides information on H&S risks and any enforcement action / Health and Safety Executive (HSE) involvement where the effectiveness of internal controls and H&S risk management have not achieved their intended aim(s).

The Council uses the system set out in the HSE publication *Managing for Health and Safety (HSG65:2013)* as the basis for its H&S Management System. This is based on principles of Plan, Do, Check and Act which are common to many management systems.



The ultimate objective of this report is to monitor performance and to provide an indication of the level of assurance on the achievement of statutory compliance.

## **1.2 H&S Team goals**

The H&S Team aims to ensure, as far as is reasonably practicable, that Council business is conducted and services are delivered without causing harm or ill health to our staff, or any others affected by our activities. Advice provided on the management of H&S will be reasonable, proportionate to the level of risk and benchmarked with similar organisations. The team also manages the Council Occupational Health Services contract. The H&S service contributes to maintaining a healthy workforce, improving efficiency, reducing costs and claims, managing risk and reducing absence.

The central H&S Team satisfies the statutory requirement to appoint an adequate number of competent persons to assist the Council to comply with its legal duties, without removing the direct responsibility on Services to assess risk and operate in a safe manner.

Over the 22/23 financial year the team continued to play a significant role in the Council's ongoing recovery from the Covid19 pandemic. This has involved providing advice and guidance to staff and managers on national guidance and regulations, carrying out assessments of all buildings to ensure they are "Covid Secure", carrying out 56 individual risk assessments to ensure appropriate measures are in place for staff with underlying health conditions and co-ordinating and issuing over 80k pieces of PPE to Council services and to wider groups on behalf of the HSCP. This has all been undertaken while continuing the wide range of business as usual activities.



## **2. EXECUTIVE SUMMARY**

Highlights from the range of work undertaken from the period 2022-23 include:

- Development or review of 6 policies,
- Completion of 8059 Health and Safety training activities,
- Completion of General Health & Safety Audit visits to 29 Council properties,
- Completion of 597 Health Surveillance checks,
- Support provided through 684 contacts with PAM Assist and 20 referrals to Physiotherapy,
- Completion of the analysis of 44 Stress Risk Assessments.
- Support across the organisation regarding the ongoing effects of Covid-19 on the way work is carried out.

All of the above support the Council in achieving statutory compliance and enhancing the health, safety and wellbeing of staff.

### **3. PERFORMANCE - H&S MANAGEMENT SYSTEM**

#### **3.1 Key Performance Indicators**

In October 2022 Council approved a new Health & Safety Strategy. This set out an action plan with key performance indicators around five themes:

- Leadership & Management
- Competence
- Risk Management
- Health and Wellbeing
- Collaborative/Partnership working

The results from this can be found at Appendix 1.

#### **3.2 Statutory Breaches & Enforcement Action**

There were two Statutory Breaches found or Enforcement Action taken during the 2022-23 period.

##### *Hand Arm Vibration Syndrome*

The first was due to failings in the management of Hand Arm Vibration for a Joiner. This has led to significant work being undertaken to review the HAVS policy, measure all vibrating tools being used and to implement a system to monitor exposure for individual employees.

##### *Kelliebank Depot – Ladder Placement*

The second was due to a ladder being left against a mezzanine area which led a HSE Inspector (who was undertaking an unannounced visit) to believe the area was being regularly accessed. As such it was deemed that proper access arrangements were required to be introduced. A fixed ladder and edge protection were duly installed.

These incidents attracted Fees for Intervention of £3,582.74. These were the first actions taken against the Council since May 2019. A material breach could have led to a fine of £20k each, so these fees are small in comparison.

Scottish Fire and Rescue Service have continued to carry out regular fire safety audits across the Council estate with no major improvements required.

#### **3.3 Significant Incidents/Accidents**

During 2022/23 there were no full HSE investigations following the reporting of accidents under the RIDDOR Regulations. Where requested by HSE further additional information was provided on a case by case basis.

### 3.4 Accident Data

A new accident reporting system (Evotix Assure) was launched on 1<sup>st</sup> April 2021. This is an online system which allows incidents to be reported from any internet enabled device. The new system has greatly increased the efficiency and enhanced reporting functionality. The system also allows the H&S team and senior management greater visibility of up-to-date incident data.

Table 1 below summarises the accident data for the financial year 2022/23. Previous years are included for comparison. The Accident Incidence Rate is a standard calculation for reporting accident rates across different industries. While our rate has been increasing steadily, information from the HSE confirms that across other Public Administration organisations has been decreasing over the same time period. However, our rate remains around a quarter of the average for Public Administration organisations.

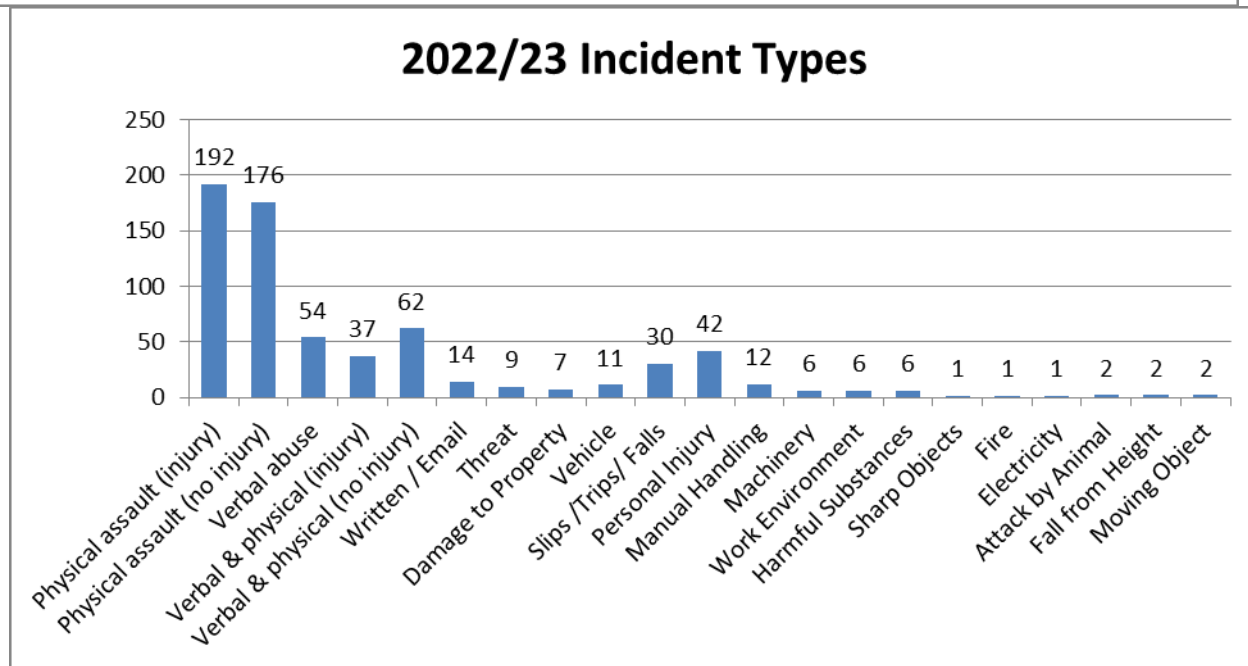
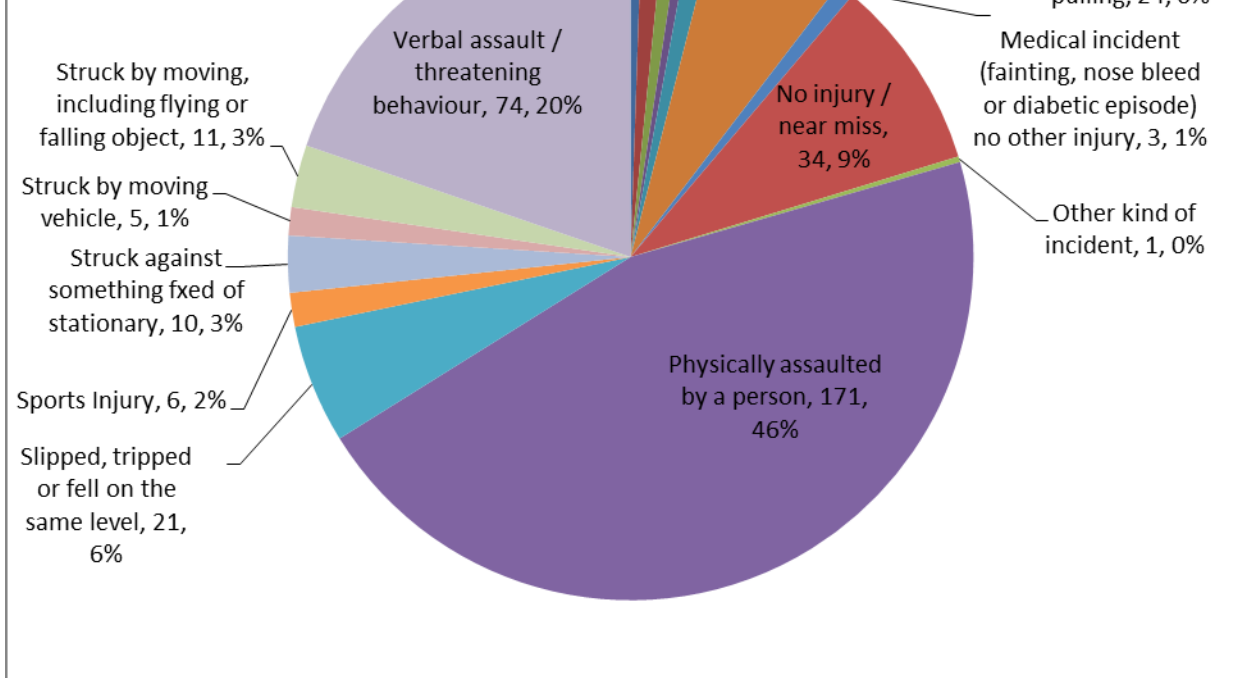
<b>TABLE 1 – COUNCIL ACCIDENT STATISTICS</b>				
<b>Number of Reports</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>Staff</b>	375	264	532	670
<b>Others*</b>	Not available	Not available	1903	1191
<b>RIDDOR (HSE) reportable accidents within the above</b>				
<b>Staff</b>	8	7	9	10
<b>Others</b>	Not available	Not available	6	3
<b>Staff accident incidence rate (AIR)</b> (Total RIDDOR reportable x 100,000 / FTE employees)	8 x 100000 / 2029 = 394.28	7 x 100000 / 2090 = 334.93	9 x 100000 / 2127 = 423.13	10 x 100000 / 2094 = 477.55

\*Others include school pupils, care home residents and general members of the public

There has been a further increase in the number of incidents reported, which is due to the introduction of the new system.

There has been a moderate increase in the number of incidents which required reporting to the Health & Safety Executive under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR). Six incidents involved specified injuries while four were due to injuries which prevented the employee carrying out their normal duties for more than seven days. Table 2 illustrates the proportion of incidents across all services areas.

<b>TABLE 2 – COUNCIL STAFF ACCIDENT STATISTICS – by Directorate</b>												
	<b>P&amp;P</b>			<b>People</b>			<b>Place</b>			<b>HSCP</b>		
	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>
<b>Non RIDDOR</b>	19	0	1	145	468	596	85	46	55	8	9	11
<b>RIDDOR</b>	0	0	0	2	5	9	4	3	1	1	1	0
<b>Total</b>	<b>19</b>	<b>0</b>	<b>1</b>	<b>147</b>	<b>473</b>	<b>605</b>	<b>89</b>	<b>49</b>	<b>56</b>	<b>9</b>	<b>10</b>	<b>11</b>



In 2022/23 the proportion of near miss events had increased significantly. This is a result of significant effort by the Health & Safety Team to encourage Near Miss reporting.

### 3.5 Audits

#### Site Visits

A programme of general Health & Safety audit visits to 51 identified Council properties commenced in January 2022. Of the 51 required visits, 39 were carried out during the 2022/23 year. 12 had been visited in the 2021/22 year, with the final visit taking place in April 2023.

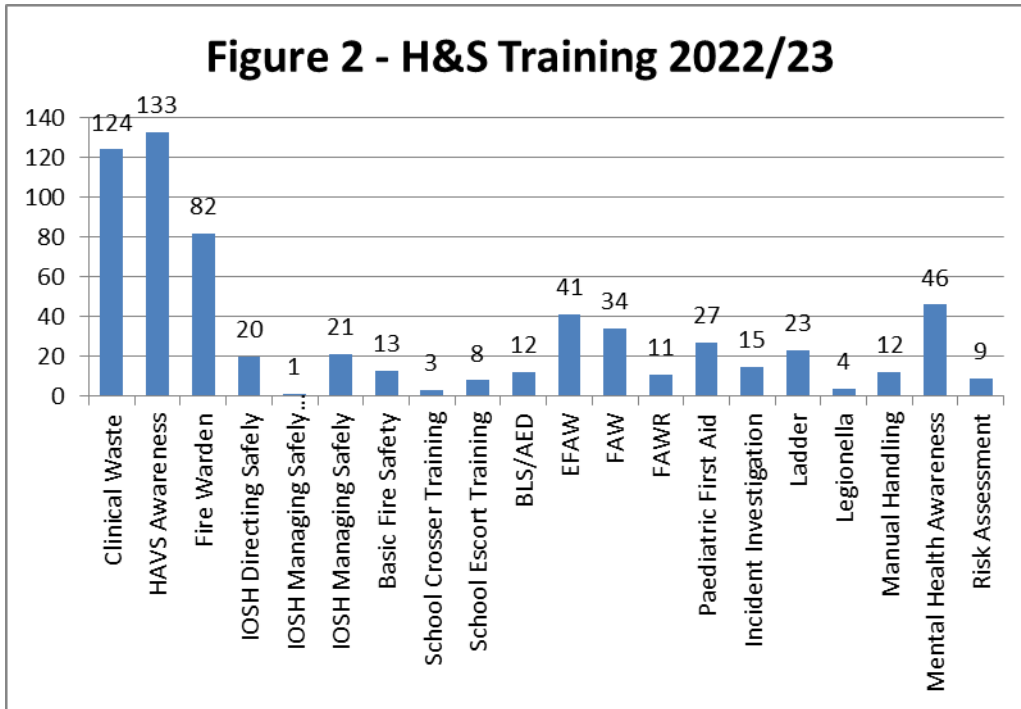
From these 39 visits it was confirmed that basic Health & Safety management arrangements are in place, although some issues with the building fabric are now being addressed by the Property Team. Relevant managers have also been given actions to improve any deficiencies noted.

In addition to this, the Health & Safety team have completed a number of visits to worksites. The main issue identified from these visits has been a failure to wear Personal Protective Equipment (PPE) correctly. Toolbox talks have been undertaken to help resolve these issues.

### 3.6 Training

H&S training plays a significant role in reducing overall H&S risk. In 2022/23 there were 639 attendances at events which support improvements to ensure the safety and health of employees and service users.

Figure 2 details the attendance at H&S training courses during the financial year 2022/23.



So as to increase the scope of our training activities in support of improving our H&S culture, the First Aid Officer has had their role expanded to provide other types of Health & Safety Training. This has increased the amount of training available to employees by just under 20%, while reducing the cost of such training to the Council (by delivering courses in house, rather than relying on external providers). It has also allowed courses to be run more flexibly to accommodate different working patterns.

A growing number of courses are being run as e-learning, allowing employees to choose where and when they access the course. Table 3 shows the number of employees completing key courses across each of the last three financial years. These were deemed to be mandatory courses for all employees. Videos of these courses were made available to those without regular computer access which has helped to boost uptake.

TABLE 3 – H&S E-learning			
Course	2020/21	2021/22	2022/23
H&S Intro	478	60	856
Electricity	239	39	987
First Aid	285	64	945
Fire	1313	1503	1367
Slips & Trips	261	44	953
Manual Handling	n/a	n/a	1016
<b>Total</b>	<b>2576</b>	<b>1710</b>	<b>6124</b>

In addition, Toolbox Talks have been developed for key aspects of Health & Safety. Table 4 shows the number of employees who have received these since 2020.

<b>TABLE 4 – H&amp;S Toolbox Talks (staff attendance levels)</b>			
<b>Subject</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
H&S Policy		55	319
Fire Safety Policy		203	326
Construction (Design & Management) Policy	22		4
Accident Reporting & Investigation Policy	172	71	337
Management of Asbestos Policy	177		4
Management of Contractors Policy	45		4
Control of Vibrations Policy	8		
Catheter Care Guidance		30	
Covid 19 Guidance for Care Homes		73	40
Covid Social Care Setting Update		25	
Covid Visiting Guidance update		21	
Employee Health Assessment		26	
Infection Control		19	
OPUS Guide to Safeguarding Issues with Medication		13	
Returning to work for HSCP staff		26	
Service Users Meaningful Activity		32	
SI for residents in Adult Care Homes		24	
Updated Public Health Actions		32	
Winter Response – SI for SC staff		32	
Care Assured and Clinical Outreach Team		17	
Adverse Conditions			21
Air Suspension			7
Clinical Support Access			16
Risk Assessment			4
Electrical Cooking Appliances			21
Electrical Safety			11
First Aid			11
Seat Belts			11
Health Surveillance			4
Healthcare Framework			19
Introduction to Health & Safety			16
Slips, Trips & Falls			16
Legionella Prevention			4
Lifting Equipment & Lifting Operations (LOLER)			13
SSSC Registration			21
Isolation Procedures			10
Personal Protective Equipment			4
Provision & Use of Work Equipment (PUWER)			4
Rewiring / Electrical Equipment			20
Portable Heaters & Fans			21
Working on Vehicles			8
<b>TOTAL</b>	<b>424</b>	<b>717</b>	<b>1296</b>

As predicted the Toolbox Talk uptake has increased substantially. This is partly due to more face to face sessions being able to take place following pandemic restrictions being relaxed, but is also due to line managers starting to take the initiative to develop talks on subjects relevant to their teams. This is a sign that the H&S culture is starting to improve with H&S at the forefront for both staff and managers.

## 4. OCCUPATIONAL HEALTH PROVISION

The Occupational Health Provision (OHP) is an important risk/absence management tool, allowing the Council to optimise productivity whilst reducing costs related to health issues. OHP's perform the following functions:

- Identification of the legacy of impairment/disease in new employees and the establishment of a 'baseline' of health.
- Pre employment health assessment.
- Advising on adjustments as required to comply with the Equality Act 2010.
- Identification of work-related disease and defence in the event of legal challenge.
- Provision of advice on preventing/minimising work-related illness.
- Compliance with statutory health surveillance requirements.
- Assessment of fitness for work during and after illness/disease onset and recommending adjustments and restrictions to reduce absence costs.
- Employee Assistance such as Counselling, CBT, EDMR.
- Physiotherapy.

The main OH provider was Optima Health, with Employee Assistance provided by PAM Assist and Physiotherapy provided by Framework.

From 1 April 2023 a new provider was procured using a Crown Commercial framework. Our new provider is now Health Partners, but Employee Assistance and Physiotherapy provision remain the same.

### 4.1 OH (Management) referrals

Table 5 below shows the number of referrals made to our OHP. These are mainly made by managers in relation to employee attendance issues, but occasionally may be made to request advice in cases where there has not been any absence.

The number of management referrals has increased largely due to cumulative effects of the pandemic with employees experiencing delays in medical treatment,

Referral Type	Number of referrals 2019/20	Number of referrals 2020/21	Number of referrals 2021/22	Number of referrals 2022/23
Management referrals	366	365	489	511
Pre employment screening	535	318	439	562
Case conferences	0	0	0	0

an increase in mental health concerns and several experiencing difficulties following covid infection. The number of pre employment screening requests reflects recruitment activity across the Council.

### 4.2 Health surveillance

Health surveillance checks are required by legislation and include checks for:

- Noise Induced Hearing Loss;
- Hand Arm Vibration Syndrome;
- Occupational Asthma / lung function;
- Occupational Dermatitis (skin);
- Night worker medicals;

Table 6 below shows the number of staff attending OH for statutory health surveillance appointments over the last three years. In line with guidance from the Health & Safety Executive surveillance was paused during the initial stages of the pandemic, with paperscreen surveillance having taken place until October 2021.

There are 268 individual staff members currently included in the health surveillance programme and 46 staff on the night worker medicals programme.

TABLE 6 – Health Surveillance Appointments			
	2020/21	2021/22	2022/23
<b>HAVS</b>	59	29	68
<b>Audiometry</b>	64	58	124
<b>Skin checks</b>	121	108	199
<b>Lung checks</b>	122	108	201
<b>Night worker assessment</b>	0	23	5

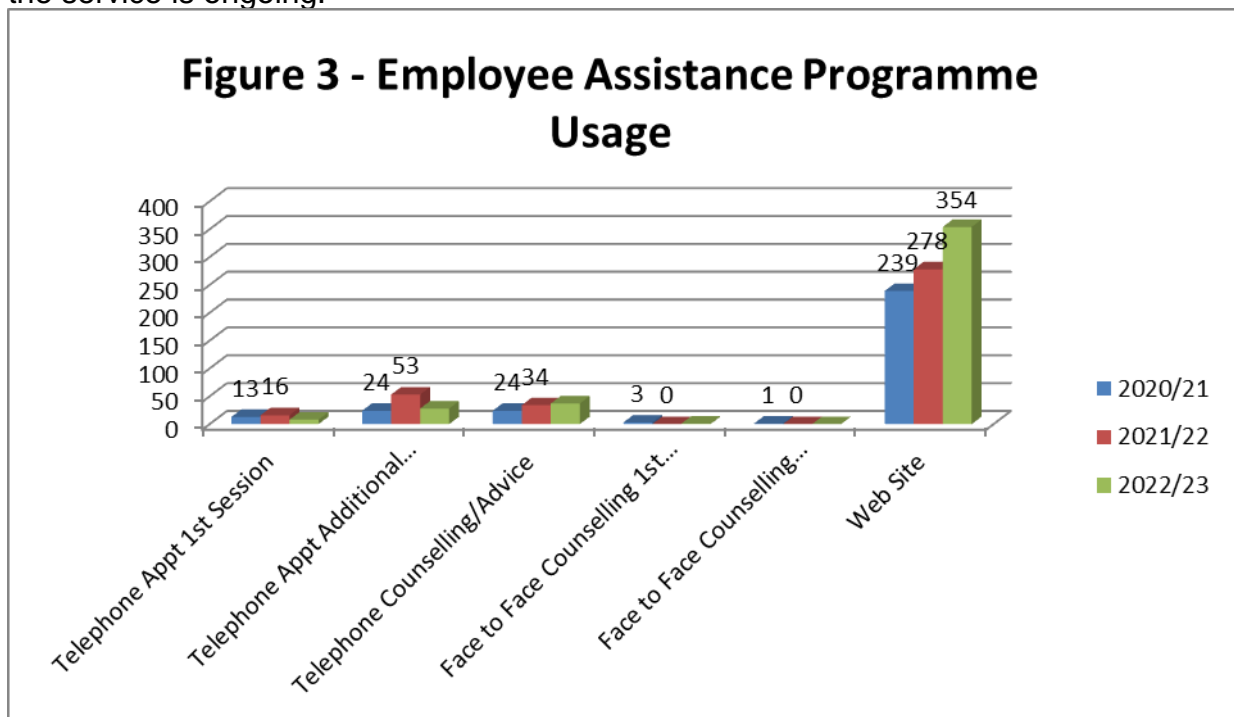
\* Health surveillance checks are cyclical, some of which take place on a 3 year rotation. These figures highlight the usage of the contract and are not performance indicators.

Where symptoms are identified during routine health surveillance managers are then provided with recommendations from OH in order to ensure exposures are reduced. A structured feedback form is now used to ensure the outcome of health surveillance appointments is formally passed to staff, with results of this being recorded on iTrent.

### 4.3 Employee Assistance Programme

The Employee Assistance Programme provides for online and telephone assistance on a wide range of topics. If more specific support is provided such as counselling, Cognitive Behaviour Therapy (CBT) or Eye Movement Desensitization and Reprocessing (EMDR), this is charged separately to the relevant service.

Figure 3 shows the use made of this provision over the last three years. A total of 685 contacts were made with PAM Assist, with most types of access seeing a small drop. Two cases during the 2022/23 period were identified as red flag cases. The contract with PAM Assist has been renewed in April 2023 and promotion of new opportunities through the service is ongoing.





The main topic for phone contact was Mental Health Issues. Table 8 shows the topics viewed on the website by Council employees.

<b>TABLE 8 – Employee Assistance Website Topics</b>			
<b>Topic</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
Bereavement		28	13
Carers Support		3	
CBT Support	13	19	12
Change Your Thinking	8	11	
Community		90	93
Conditions	2		3
Domestic Violence		2	1
Drugs and Alcohol			
Eating & Nutrition	16	11	6
Eating Disorders		4	
Family & Relationships		6	16
Finance	20		5
Generic	6	5	9
Health Awareness	4	7	3
Legal Advice	16	8	4
Medicine Chest		6	
Mental Health	84	109	92
Moving	2	2	
MSK	1	1	
No topic		8	
On-line Counselling		2	
Pregnancy & Post Natal		3	3
Stress Management	1	61	75
Support		5	7
Women's Health	1	2	
Work & Jobs			13
<b>TOTAL</b>	<b>177</b>	<b>405</b>	<b>354</b>

#### 4.4 Physiotherapy

The primary purpose of the Physiotherapy Service is to either prevent absence or to facilitate a return to work as a result of a musculoskeletal injury or illness. The Service was set up as part of the Council's absence management initiatives with the aim being to provide faster access to physiotherapy as staff could wait eight to twelve weeks for NHS provision. The physiotherapy provision is delivered by 'Frameworks Clinics'.

There were 20 referrals to Physiotherapy with 33 appointments during 2022/23.

#### 5. STRESS RISK ASSESSMENT

Stress risk assessments aim to assist managers in the identification of stressors and the subsequent identification of risk control measures. Table 9 below summarises the demand for assessments from each Service. The number of assessments has been increasing steadily.

<b>TABLE 9 – Stress Risk Assessments by Service 2020-23</b>			
	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
P&P	4	4	2
People	15	23	28
Place	4	7	9
HSCP	0	1	5
<b>Total</b>	<b>23</b>	<b>35</b>	<b>44</b>

## 6. PRIORITY AREAS FOR IMPROVEMENT

While good progress has been made in health and safety performance, there are still significant challenges to ensure robust Health & Safety arrangements are in place across the Council. This has led to the development of the Health & Safety Strategy 2022-2025. The Key themes identified for our 2022-2025 strategy are:

- 1) Leadership and Management
- 2) Competence
- 3) Risk Management
- 4) Health and Wellbeing
- 5) Collaborative/Partnership working

This was agreed by Council in October 2022. Meetings were held with each Senior Manager in early 2023 to discuss the strategy with them and identify initial areas for each Manager to progress within their area. The Strategy set out Key Performance Indicators and the initial report on progress is at Appendix 1.

Council also approved the Wellbeing Strategy in December 2022. The Objectives outlined are:

1. Promote and improve positive mental health and wellbeing for all employees.
2. Promote an open and supportive leadership culture where mental health and wellbeing issues can be raised and dealt with effectively.
3. Ensure effective and consistent wellbeing communication to help identify and tackle organisational issues that negatively affect mental health and wellbeing within teams.
4. Adopt and implement a more proactive approach to managing work related stress.
5. Provide employees experiencing mental health and wellbeing problems with access/sign posting to appropriate professional assistance and support.
6. Reduce barriers to employment and support employees who have experienced, or are experiencing, mental health and wellbeing problems/issues.

The agreed focus for the first year are to introduce Wellbeing through Wellbeing awareness/communication, engagement and training. This remains a priority for the team in 2022/23.

## 7. CONCLUSIONS

The aim of this report is to review H&S performance and to provide general assurance on the level of compliance with statutory requirements. From the review limited assurance can be provided on the uniform compliance with statutory H&S duties across the Council. This is defined by Internal Audit as

*Risk, control, and governance systems have some satisfactory aspects. There are, however, some significant weaknesses likely to undermine the achievement of objectives and leave them vulnerable to an unacceptable risk of error or abuse.*







While pockets of good practice exist, there is still significant work to do to ensure that this is embedded across all service areas.




Significant work has been undertaken to build the foundations of a strong Health and Safety Management System. 2 policies have been developed and four reviewed over the past year. 29 General Health & Safety Audit visits have been carried out, building up a picture of compliance levels across the Council. A total of 8059 learning activities were undertaken during the period.



A key role for the Health & Safety Team is to share good practice to help those who may not be performing as well. The development of the Evotix system is greatly assisting with this as many aspects can be copied across from one team to another.



A key challenge for the team over the next year will be to ensure that Health & Safety remains a priority in all areas of the Council.

The H&S Team will continue to closely monitor performance and work towards reducing the key risks facing the Council as detailed above; adjusting priorities as required in order to safeguard the health, safety and wellbeing of staff, as far as is reasonably practicable.

Theme 1: Leadership & Management					
Objective	KPI	Success indicator	Owner	Status	Commentary
1.1 Maintaining and strengthening an effective communication system through the Council's management structure	Record of corporate and service health and safety meetings, publication of health and safety briefings. Number of Toolbox talks delivered at service levels.	Meetings are being held and accurate minutes are kept and published. Toolbox talks are recorded and uptake reported through the SLG and published on the Council intranet.	Senior Managers /H&S Team	 	11 meetings recorded between October 2022 and March 2023 553 toolbox talks recorded.
1.2 Demonstrating that Health and Safety management is integrated in all business decisions.	Inclusion of health and safety consideration as part of the decision making process.	Documented evidence that health and safety is being considered e.g. where there is a planned reduction in staff have H&S considerations been considered and risks identified.	SLG / Senior Managers		Committee template change being considered by SLG
1.3 Maintaining regular reviews of health and safety performance.	Health and safety audit programme in place including thematic audits of service areas.	Successful completion of audit programme. Two thematic audits per year and publication of all completed health and safety management audit findings.	H&S Team		15 audits completed. Risk profiling commencing April 2023 to inform future Audit programme
1.4 Ensuring appropriate resources are provided for the effective management of health and safety.	Inclusion of appropriate health and safety considerations as part of the budget setting process.	Evidence of resource allocation for compliance with health and safety legislation.	SLG	-	Annual only – expected March 2024.
1.5 Ensuring all staff receive appropriate Health and Safety induction and training.	All new staff complete the health and safety induction programme.	Records of completed training are up to date and reported to management.	Line Managers / H&S Team	-	Expected September 2023.
1.6 Ensuring strategic health and safety aims are communicated and embedded throughout the Council.	Strategy communicated across Council on approval.	Strategy is communicated to all staff via health and safety briefings. Engage with staff during premises and site visits to ensure cascaded, understood and is being effectively implemented.	SLG/ Line managers /H&S Team		Article in Connected. Meetings held with all Senior Managers.
1.7 Develop communications plan in conjunction with Communications Team to ensure ongoing delivery of key health and safety messages	No of Comms campaigns delivered	Health and Safety messages communicated to all levels of the organisation using the most effective channels	Comms Team / H&S Team		First one expected August 2023.

Theme 2: Competence					
Objective	KPI	Success indicator	Owner	Status	Commentary
2.1 Ensuring we have competent staff who ensure all policies and procedures are up to date and reflect best practice.	Development of health and safety competency matrix for each job role.	Progressive implementation of competency matrix.  Up to date policies, procedures and risk assessments in place.	H&S Team / Senior Managers	-	Expected early 2024
2.2 Making sure internal policies, procedures, guidance and advice are understood and easily accessible to staff and, where applicable, visitors and contractors.	Development and deployment of learning and development tools and information sources suited to the needs of all levels of staff within the Council.  Clear improvement in the results of the Behavioural Safety Culture Study.	Increased understanding and wide spread use of the learning and information resources provided. Regular reporting of toolbox talks and uptake of mandatory core H&S training to SLG. This will include the use of Clacks Academy and bespoke tools for hard to reach staff.  Improvements in results of Behavioural Safety Culture Study, completed biennially. Aim to reach Proactive level by 2024.	H&S Team / Line Managers	  -	Regular reporting is now in place. Still some gaps in the uptake of mandatory training, although results last year were significantly better than previous years.  Biennial only – due March 2024.
2.3 Ensuring staff are aware of how to they can access competent and professional advice.	Level of contact established between staff and the Health and Safety Team.	Increased contact with Health and Safety Team from staff at all levels within the Council.  Promotional Campaign of who the H&S Team are, their role and how they can be contacted.	H&S Team	-  -	Expected April 2024.  Expected October 2023.
2.4 Using appropriate risk management/ risk assessment techniques across all service areas.	Level of use of the health and safety risk management tools and forms provided by the Health & Safety Team	Increase in the number of appropriate forms used and submitted to the H&S Team. Increased use of technological solutions such as Evotix Assure.	Senior Managers		Risk Assessments, COSHH Assessments, and DSE Assessments starting to be used on Evotix
2.5 Ensuring comprehensive training programs and opportunities are available to staff to ensure they develop the right skills and knowledge.	Number of appropriate Health & Safety courses available to staff.	Increased take up of health and safety training opportunities in all formats i.e. e-learning, classroom based learning and blended learning formats.	H&S Team / Line Managers		167 HAVS, 91 Clinical Waste, 55 Ladder Training, 102 First Aid (various). IOSH Managing Safely in development.

Theme 3: Risk Management					
Objective	KPI	Success indicator	Owner	Status	Commentary
3.1 Systematically identifying all hazards across the Council.	Risk assessment programme developed and in place.	Year on year increase in the number of risk assessments documented with their findings implemented appropriately.	Line Managers		418 Risk Assessments confirmed in place. 58 teams (51%) with nothing on system.
3.2 Ensuring that health and safety is always an integral part of the planning and review processes at Council and directorate/service area levels.	Documented evidence of the inclusion of relevant health and safety matters e.g. Bipartite minutes, TU Management, Executive H&S, Operational H&S, Budget discussions	Evidence of the positive impact health and safety considerations have made during the processes.	SLG	-	H&S is a standing item on all Bipartite, TU/Management meetings but no formal way of recording.
3.3 Ensuring the effective implementation of the Council's fire safety policy in all premises	Implementation of actions from fire risk assessment programme for all Council owned buildings.	Fire risk assessment findings/recommendations effectively implemented.  Escalation process in place for any continued non-compliance	Premises Duty Holders / Property Team / H&S Team	-	Implementation from September 2023 onwards
3.4 Developing a suite of lagging / leading health and safety performance indicators.	Suite of indicators developed.	Staged introduction of indicators based on service area maturity levels.	H&S Team / Senior Managers	-	Expected September 2024
3.5 Ensuring a robust Health and Safety Audit programme is in place	Areas audited according to audit plan.	Year on year increase in audit and inspection activity carried out by managers. Year on year improvement in audit outcomes measured with the audit finding implemented by the agreed time scale.	Line Managers H&S Team / Line Managers	-	1 Audit completed. Risk profiling commencing in April 2023 which is the first step in setting up the self-audit programme.
3.6 Improving reporting, recording and investigation of accidents, incidents and near misses.	All incidents are reported timeously and investigated.	Levels of reporting & investigation increased. No adverse outcomes from enforcement agency follow-up.	Senior Managers		Incidents reported – 915. Within 5 days – 838 (91.6%). Investigated – 695 (76%). 2 Notices of Contravention received from HSE.

Theme 4: Health & Wellbeing					
Objective	KPI	Success indicator	Owner	Status	Commentary
4.1 Promoting and encouraging participation and support initiatives that enhance occupational health and wellbeing for staff.	Greater awareness amongst staff of occupational health and wellbeing issues.	Reduction in reporting of occupational health and wellbeing issues. Increased uptake in wellbeing initiatives.	Senior Managers	-	Expected late 2023
4.2 Implementing the measures outlined in the Mental Health & Wellbeing Strategy.	Increased competence in supporting mental ill-health related issues	Increase in managers and staff trained to support mental ill health.	H&S Team		55 managers trained but some difficulty getting managers to engage.
4.3 Promoting and maintaining a Healthy Working Lives programme	Activities and promotions aimed at the health and wellbeing of staff	Increase in employees taking up activities to support their health and wellbeing.	H&S Team		10 employees attending weekly walking sessions and 3 Keep Well Assessments

<b>Theme 5: Collaborative and Partnership Working</b>					
<b>Objective</b>	<b>KPI</b>	<b>Success indicator</b>	<b>Owner</b>	<b>Status</b>	<b>Commentary</b>
5.1 Developing initiatives to encourage collaborative/partnership working with key stakeholders, partners and union colleagues.	Progress made with joint working between employee representatives, management and the Health and Safety team.	Effective joint inspections, task based risk assessments and health and safety initiatives. Number and frequency to be agreed.	TUs / H&S Team	-	Expected May 2023
5.2 Ensuring appropriate and effective communication channels exist for the dissemination of all health and safety information.	Increased take up of available health and safety resources.	Greater health and safety awareness throughout the workforce, evidenced through health and safety management audits, risk assessment reviews and training outcomes. Improved performance in Behavioural Safety Culture Study.	H&S Team / Comms Team	-	Biennial only – expected March 2024
5.3 Developing occupational health and safety system in accordance with HSE H&S management system (HSG65) principles.	Quarterly update reports and annual meetings with managers.	Increased awareness and ownership of safety system evidenced, evidenced through health and safety management audits, risk assessment reviews etc.	H&S Team / Strategic Directors / Senior Managers	-	Expected early 2024
5.4 Identify, develop, implement and embed technological solutions to improve compliance monitoring and reporting arrangements	Solutions reduce burden of compliance monitoring.	Evidence of improved compliance recorded through systems such as Evotix.	H&S Team	-	Expected late 2023
5.5 Maintaining effective and efficient management and control of contractors within our premises and on our work sites.	All contractors engaged by the Council have been subject to a health and safety management system /competency assessment evaluation.	All contractor HS documentation evaluated prior to the commencement of work and the results published on Evotix. Effective co-operation and consultation maintain with contractors regarding Council expectations.	Senior Managers	-	Expected late 2024