CLACKMANNANSHIRE COUNCIL

Report to: Audit and Scrutiny Committee

Date of Meeting: 24 October 2024

Subject: Health and Safety Annual Report 2023/24

Report by: Health & Safety Manager

1.0 Purpose

1.1. This report provides the 2023/24 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 Strategy 2022-2025 was approved by Council on 6th October 2022 followed by the approval of a Wellbeing Strategy on 1st December 2022. These strategies provide a framework for the work the Health and Safety Team leads on.

3.3. Significant work has been undertaken over the last year to continue improvements in the health and safety culture across the organisation.

3.4. The report as presented provides detail of this activity, enforcement activity by external bodies and performance measures that took place over the year.

3.5. During 2023/24 the Health & Safety Team focussed on ensuring that managers understood the risks that their team face and that appropriate risk assessments are in place and understood.

3.6. Work continues to ensure the Council fully meets its legal obligations. No enforcement action was taken against the Council for Health & Safety breaches during 2023/24.

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**

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**
Complies with relevant Council Policies   ☒

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 and Safety Annual Report 2023/24

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)

NAME	DESIGNATION	TEL NO / EXTENSION
Seonaid Scott	Health & Safety Manager	x2174

Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director – Partnership and Performance	███████████

Clackmannanshire Council
Comhairle Siorrachd Chlach Mhanann

www.clacks.gov.uk

Health and Safety

Annual Report
2023–2024

Be the Future

Be the Future

**CONTENTS**   **PAGE**

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 1st April 2023 to 31st March 2024. 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 the principles of Plan, Do, Check and Act which are common to many management systems.
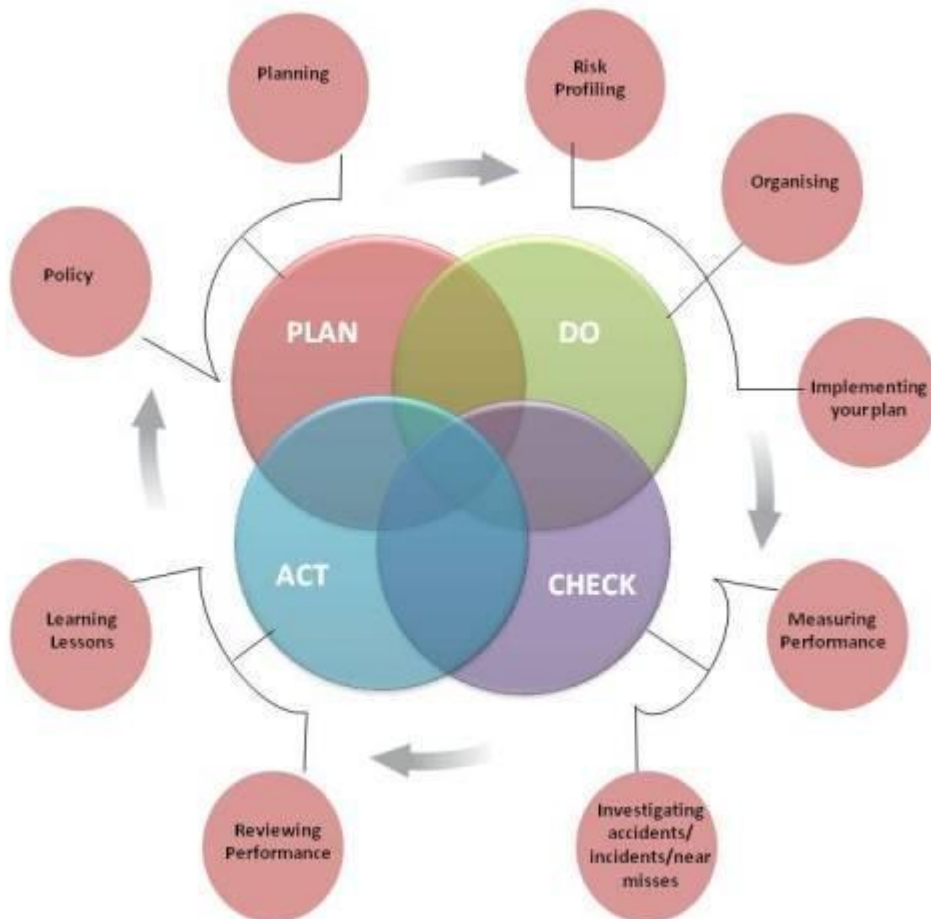
The ultimate objective of this report is to monitor performance and to provide an indication of the level of assurance on the achievement of statutory compliance.

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 2023/24 financial year the main focus of the team has been in ensuring that managers understood the risks that their team faced in their day to day activities. Work has then been ongoing to ensure that these risks are covered by appropriate risk assessment. The introduction of an internal IOSH Managing Safely programme supports this by ensuring that managers understand their legal responsibilities.

2. EXECUTIVE SUMMARY

Highlights from the range of work undertaken from the period 2023-24 include:

- No enforcement action taken against the Council.

- An incident rate which remains around one quarter of the average for UK Public Administration organisations.

- Development or review of 9 policies,

- Completion of 78 training courses

- Completion of 66 risk profiling meetings,

- Completion of 720 Health Surveillance checks,

- Support provided through 172 contacts with PAM Assist and 26 referrals to Physiotherapy,

- Completion of the analysis of 37 Stress Risk Assessments,

- Support across the organisation to review and update 1254 risk assessments,

- Ongoing development of Evotix system.

All of the above activities 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

A Wellbeing Strategy was approved in December 2022 which included 6 key objectives of:
- Promote and improve positive mental health and wellbeing for all employees
- Promote an open and supportive leadership culture where mental health and wellbeing issues can be raised and dealt with effectively.
- Ensure effective and consistent wellbeing communication to help identify and tackle organisational issue that negatively affect mental health and wellbeing within teams.
- Adopt and implement a more proactive approach to managing work related stress.
- Provide employees experiencing mental health and wellbeing problems with access to professional assistance and support
- Reduce barriers to employment and support employees who have experienced, or are experiencing, mental health and wellbeing problems/issues.

The performance against both strategies is available at Appendix 1 & 2.

3.2 Statutory Breaches & Enforcement Action

There was no enforcement action taken against the Council by the Health & Safety Executive in the 2023/24 period.

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 2023/24 there were no full HSE investigations following the reporting of accidents under the RIDDOR Regulations. There was only one case where we were asked to provide additional information to HSE.

6

3.4   Accident Data

Incident reporting is now well established using the Evotix Assure online system.

Table 1 below summarises the accident data for the financial year 2023/24. Previous years are included for comparison. The Accident Incidence Rate is a standard calculation for reporting accident rates across different industries. Our incident rate has fallen slightly compared to last year and our rate remains around a quarter of the average for Public Administration organisations.

TABLE 1 – COUNCIL ACCIDENT STATISTICS				
Number of Reports	**2020/21**	**2021/22**	**2022/23**	**2023/24**
Staff	264	532	670	787
Others[*]	Not available	1903	1191	1178
RIDDOR (HSE) reportable accidents within the above				
Staff	7	9	10	15
Others	Not available	6	3	17
Staff accident incidence rate (AIR) (Total RIDDOR reportable x 100,000 / FTE employees)	7 x 100000 / 2090 = 334.93	9 x 100000 /2127 = 423.13	10 x 100000 /2094 = 477.55	15 x 100000 /3338 = 449.37

[*]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 regular promotion of the need to and benefits of reporting. The biggest increase has been in reporting of incidents of violence and aggression, particularly across People and HSCP services.

There has been an 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). Three incidents involved specified injuries while twelve 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.

TABLE 2 – COUNCIL STAFF ACCIDENT STATISTICS – by Directorate												
	P&P			**People**			**Place**			**HSCP**		
	21/22	22/23	23/24	21/22	22/23	23/24	21/22	22/23	23/24	21/22	22/23	23/24
Non RIDDOR	0	1	5	468	596	650	46	55	58	9	11	57
RIDDOR	0	0	0	5	9	8	3	1	5	1	0	2
Total	**0**	**1**	**5**	**473**	**605**	**658**	**49**	**56**	**63**	**10**	**11**	**59**

All accident reports are scrutinised by the H&S team, and action is taken where required to prevent a reoccurrence (in particular where trends are identified). From April 2021 all incidents were reported via the Evotix Assure system, which allows all managers to see accident data in real time.

The number of incidents reported in 2023-24 increased, but it should be noted that 2021-22 year was impacted by changing work practices as a result of the Covid pandemic (with fewer employees in the workplace for significant periods).

Figure 1 displays the top ten incident types for 2023-24. The highest type of incident was physical assaults, with over 90% of these taking place within educational establishments. As such, the Council is taking part in a national project with the HSE to look at reasons for this trend and possible control measures to reduce the number of incidences.

Figure 1

2023-24 Top 10 Incident Types
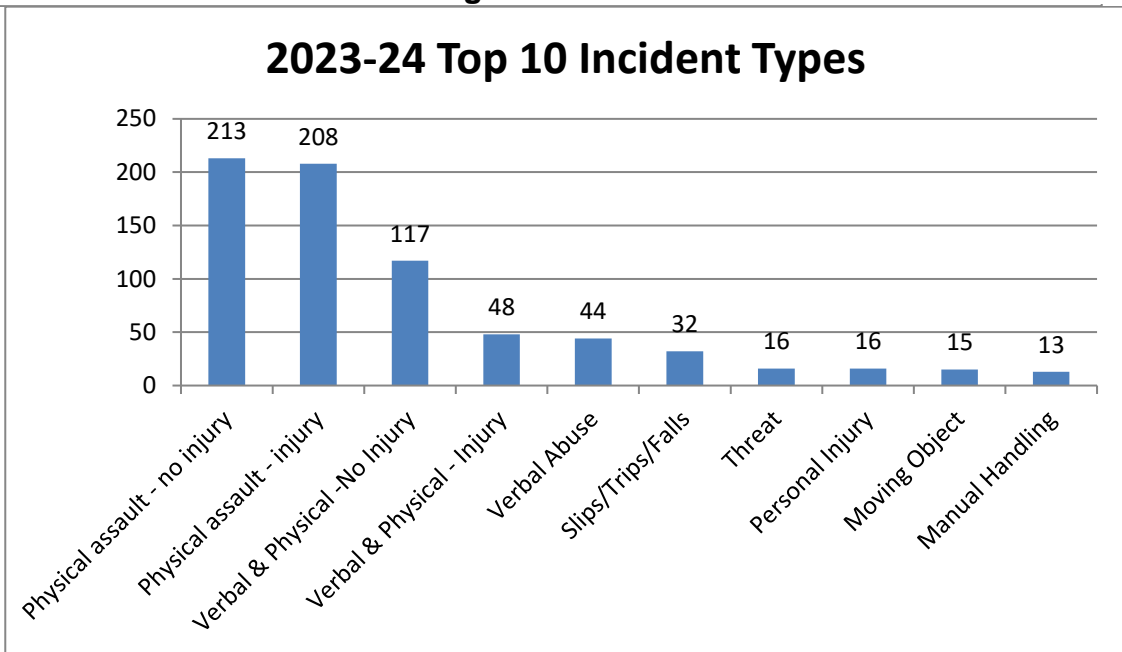
In 2023/24 the proportion of near miss events had continued to increase. This is a result of significant effort by the Health & Safety Team to encourage Near Miss reporting.

3.5 Audits

Site Visits

The programme of general site audits was paused during this year to allow the team to undertake risk profiling sessions with all team/section leads instead. This involved taking a systematic look at a range of potential hazards to ascertain whether they were of no risk, or a high, medium or low risk for each team. This will allow us to develop a much better understanding of the risks faced across the Council and will help prioritise the visits to take place in 2024/25.

The Health & Safety team have also used this risk profiling to identify key topics for themed audits of all service areas. These will start in late 2024 and will involve all managers being asked to complete a short question set on a topic and supplying evidence to back up their answers.

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 2023/24 there were 78 events arranged through the Health & Safety team to address aspects of health and safety.

Figure 2 details the H&S training courses during the financial year 2023/24.
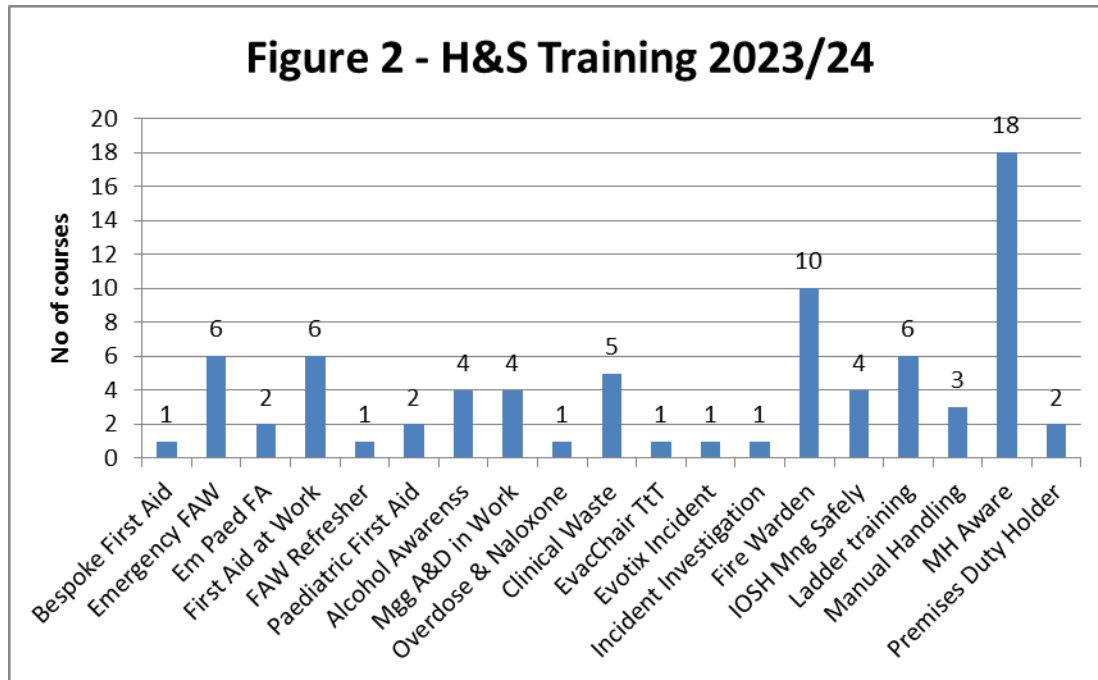
This was the first year of having a full time First Aid & Training Officer. This has increased the amount of training available to employees, while reducing the cost of such training to the Council (by delivering courses in house, rather than relying on external providers). It has also allowed courses to be run more flexibly to accommodate different working patterns. We have also offered some places on courses to external parties to help generate income for the Council and the intention is to increase this over coming years.

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, and despite significant communication around this, the figures for 2023/24 represents a completion rate of 33%. Videos of these courses were made available to those without regular computer access which has helped to boost uptake. A revised approach is being taken in 2024/25.

TABLE 3 – H&S E-learning			
Course	2021/22	2022/23	2023/24
H&S Intro	60	856	873 (31.8%)
Electricity	39	987	925 (33.7%)
First Aid	64	945	889 (32.4%)
Fire	1503	1367	917 (33.4%)
Slips & Trips	44	953	936 (34.1%)
Manual Handling	n/a	1016	846 (30.8%)
Total	1710	6124	5386 (32.7%)

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 2021.   9

TABLE 4 – H&S Toolbox Talks (staff attendance levels)			
Subject	2021/22	2022/23	2023/24
H&S Policy	55	319	
Fire Safety Policy	203	326	
Construction (Design & Management) Policy		4	
Accident Reporting & Investigation Policy	71	337	32
Management of Asbestos Policy		4	
Management of Contractors Policy		4	
Catheter Care Guidance	30		
Covid 19 Guidance for Care Homes	73	40	42
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 Working	32		14
Care Assured and Clinical Outreach Team	17		
Adverse Conditions		21	
Air Suspension		7	
Clinical Support Access		16	
Risk Assessment		4	13
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	
Working at Height			4
Menopause support			16
Vaccination			14
Mental Health			27
Fire Evacuation			17
Healthy Eating			11
TOTAL	717	1296	180

The number of toolbox talks has decreased significantly as there have not been any new talks issued by the Health & Safety Team. Work is continuing to ensure that all staff have received those already issued. 10

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 Health Partners, with Employee Assistance provided by PAM Assist and Physiotherapy provided by Framework.

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 decreased partly due to a change in provider in April 2023 which saw a high number of referrals submitted in 2022/23 before the change took place. However, there was a significant increase in the number of management referrals requiring an Occupational Health Physician which lead to greatly increased costs. The number of pre employment screening requests reflects recruitment activity across the Council.

TABLE 5 – REFERRALS TO OCCUPATIONAL HEALTH SERVICE – CONTRACT USAGE				
Referral Type	Number of referrals 2020/21	Number of referrals 2021/22	Number of referrals 2022/23	Number of referrals 2023/24
Management referrals	365	489	511	353
Pre employment screening	318	439	562	473
Case conferences	0	0	0	1

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. There are 277 individual staff members currently included in the health surveillance programme and 39 staff on the night worker medicals programme.

Health Partners provide the initial surveillance checks in a mobile van which attends Council workplaces for employees to attend their appointments. This reduces the time away from work for employees to attend.

TABLE 6 – Health Surveillance Appointments			
	2021/22	2022/23	2023/24
HAVS	29	68	114
Audiometry	58	124	136
Skin checks	108	199	234
Lung checks	108	201	234
Night worker assessment	23	5	2

* 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.

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 981 contacts were made with PAM Assist, with most types of access seeing a small increase. The PAM Assist website was withdrawn in April 2023 and replaced with an app which has been promoted throughout the Council.

Figure 3 - Employee Assistance Programme Usage
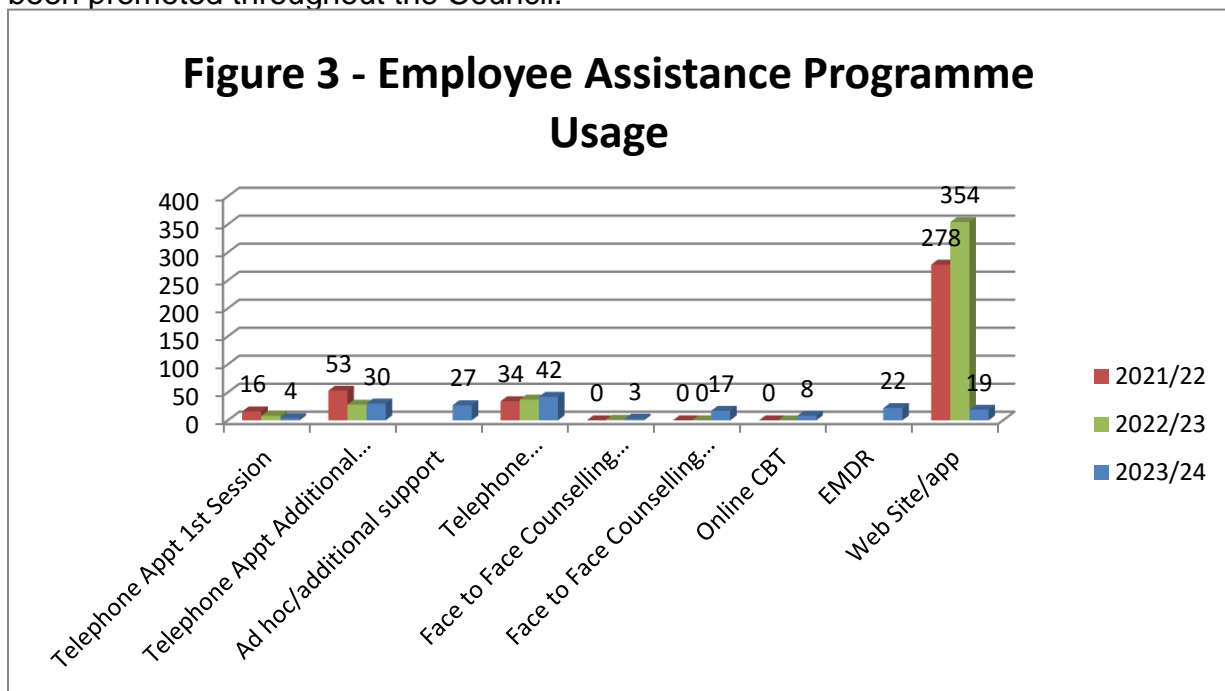
The topics for contact are summarised in Table 8.

TABLE 8 – Employee Assistance Topics			
Topic	2021/22	2022/23	2023/24
Bereavement		5	1
Covid-19	1		
Domestic Violence			1
Family & Relationships	3	1	1
Finance		3	
Legal Advice	2	2	
Mental Health	18	18	51
Traumatic Incident			2
Workplace Conflict	1		1
Work Related Stress		5	1
Work / Life Balance		1	
TOTAL	**25**	**35**	**58**

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 several months for NHS provision. The physiotherapy provision is delivered by 'Frameworks Clinics'.

There were 26 referrals to Physiotherapy with 57 appointments during 2023/24.

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.

TABLE 9 – Stress Risk Assessments by Service 2021-24			
	2021/22	2022/23	2023/24
P&P	4	2	3
People	23	28	25
Place	7	9	6
HSCP	1	5	3
Total	**35**	**44**	**37**

Work was undertaken throughout the year to develop an online version of the assessment in order to streamline the process. It is hoped this will launch early in 2024/25.

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.

The Health & Safety and Wellbeing Strategies set the framework for our improvement activity over the coming year. During 2023/24, progress against these indicators with 11 now progressing as planned, 10 progressing out with expected timescales and 1 with little or no progress (9 are not expected until 2024/25). The key priorities for 2024/25 will be:

1) Rollout of a robust audit programme including visits and topic audits by managers, both with the involvement of trade union colleagues.

2) Ensuring the roll out of the Health & Safety induction programme as part of the wider review of the Corporate Induction process.

3) Development of a Competency Matrix outlining the key skills and knowledge required to work safely in different roles.

4) Completion of a follow up Behavioural Safety Culture Study to measure progress since the initial study in 2022.

5) Development of Key Performance Indicators for Health & Safety for each service to reflect the different risks and cultural maturity across the Council.

6) Implementation of a Wellbeing Campaign including:
   a. Renewal of the Healthy Working Lives group
   b. Rollout of Wellbeing Champions across the Council
   c. Rollout of online and team Stress Risk Assessments

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. 1 policy has been developed and eight reviewed over the past year. 66 risk profiling meetings have been carried out, building up a picture of the risks across the Council. A total of 78 training courses were undertaken during the period. This meant good progress against the key performance indicators outlined in the Health & Safety strategy.

The key are of work towards the Wellbeing strategy was to increase Wellbeing awareness, engagement and training. All managers have been offered training in Mental Health awareness to support this. A Wellbeing article is included in every issue of Connected and messages with different opportunities to improve wellbeing were sent to managers throughout the year.

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 despite a challenging financial picture and increased demand for Council services.

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.

✅ Progress in line with expectation   🔺 Some progress but not as much as expected.   🔴 No/Minimal progress

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	✅ 🔺	21 meetings recorded between April 2023 and March 2024 303 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	🔺	Risk profiling exercise ongoing 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	✅	All budget proposals must identify H&S risks of the proposal being accepted.
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 Mangers / H&S Team	🔺	6 completed but full roll out delayed as part of wider programme on induction.
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	✅	Ongoing articles in Connected. Email cascades on different topics.
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 September 2024.

🟢 Progress in line with expectation   🔺 Some progress but not as much as expected.   🔴 No/Minimal progress

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 2025 Programme of policy reviews in progress. Risk Assessment review in progress.
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. Delayed until October 2024 due to other work.
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	🟢 🟢	Attendance at team meetings across the organisation. Connected article Spring 2024.
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	🟢	31 Clinical Waste, 48 Ladder Training, 96 First Aid (various), 86 Fire Warden, Premises Duty Holder 25, Manual Handling 7, IOSH 30.

⊘Progress in line with expectation   △Some progress but not as much as expected.   ●No/Minimal progress

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	△	1245 Risk Assessments submitted and in process of review. Some gaps still likely.
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	△	30 actions identified. 8 completed and 2 in progress. Regular reports to SLG on issues of non-compliance.
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	-	Risk profiling programme ongoing 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 increased 240%. Within 5 days – 94%. Investigated – 72%. No enforcement action against Council.

⊘ Progress in line with expectation   △ Some progress but not as much as expected.   ● No/Minimal progress

	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 mid 2024	
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	✔	171 managers trained. Identification of Wellbeing Champions who will receive training ongoing.	
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	✔	Weekly walking sessions. Weekly Smoking cessation clinics, Alcohol Awarness sessions, Mental Health week promotion, PAM Assist promotion.	

19

✅Progress in line with expectation   ⚠️Some progress but not as much as expected.   🔴No/Minimal progress

Theme 5: Collaborative and Partnership Working					
Objective	KPI	Success indicator	Owner	Status	Commentary
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 September 2024
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 October 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 2025
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	✅	Risk, DSE & COSHH Assessments on Evotix. PVP, Stress and Audit solutions all in development.
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 early 2025

20

✅Progress in line with expectation   ⚠️Some progress but not as much as expected.   🔴No/Minimal progress

Objective 1: Promote and improve positive mental health and wellbeing for all employees					
Priorities	**Actions**	**Indicators of Success**	**Owner**	**Status**	**Commentary**
1.1 Improve employees awareness of mental health and wellbeing	Programme of mental health awareness training in place for managers and staff	• Number of staff attending training	H&S team / Senior Manager	✅	171 managers trained. (226 cumulative) Identification of Wellbeing Champions who will receive training ongoing
1.2 Promote and support good lifestyle choices, and support employees to better manage their psychological wellbeing and build resilience	Continue to develop and promote good lifestyle choices activities through the Healthy Working Lives group.	• Number of activities held, and staff engagement in activities.	Healthy Working Lives Group.	🔴	A number of key personnel on the HWL group have left – action being taken to revitalise the group. Smoking cessation clinics, alcohol awareness training introduced and existing supports still available and promoted.
1.3 Ensure health promotion and health checks are in place to support employees stay healthy and identify early signs of serious health issues.	Continue to offer health promotion activities and routine health checks for employees across a variety of Council sites.	• Number of staff engaging in routine health checks.	Healthy Working Lives Group	⚠️	Health checks are available to staff through NHS. Uptake is low and work will be progressed to raise awareness in order to increase uptake.
1.4 Promote and support employees' financial wellbeing	Offer opportunities to employees to become more aware of, and better manage, their finances.	• Number of opportunities and programmes offered. • Number of staff accessing opportunities	Healthy Working Lives Group	⚠️	Regular pension/AVCs webinars are available for staff. In addition preparing for retirement course are offered across the Council. Online support through staff benefits and employee assistance portals to help staff manage their money.

⊘Progress in line with expectation   △Some progress but not as much as expected.   ⬤No/Minimal progress

Objective 2: Promote an open and supportive leadership culture where mental health and wellbeing issues can be raised and dealt with effectively.					
Priorities	**Actions**	**Indicators of Success**	**Owner**	**Status**	**Commentary**
2.1 Ensuring managers have the skills to support an open leadership culture	Continue to ensure that suitable training is provided for managers at all levels to change the leadership culture.	• Numbers trained • Improved outcomes in Staff Survey.	SLG & HR&WD	△	37 courses run and programme ongoing.
2.2 Ensuring opportunities are created where mental health and wellbeing can be discussed.	Revamp of PRD/121 process to ensure wellbeing covered as part of these discussions.	• Revised PRD/121 process developed and implemented.	SLG & HR&WD	✅	Constructive Conversations launched May 2023.
Objective 3: Ensure effective and consistent wellbeing communication to help identify and tackle organisational issues that negatively affect mental health and wellbeing within teams.					
3.1 Improve wellbeing Communication	Develop and implement a clear wellbeing communication plan, including a more interactive staff wellbeing hub and opportunities to engage hard to reach groups and those working from home.	• Wellbeing communication plan in place and actions completed.	H&S and Communications Teams	🔴	Plan to be developed in conjunction with plan for H&S strategy.
3.2 Enhance Wellbeing Engagement	Collect feedback from staff about wellbeing activities and act on this.	• Improved results in staff wellbeing questions within staff survey	Healthy Working Lives Group / HR&WD	🔴	Results in the 2023 staff survey show that mental and physical wellbeing has decreased since 2021

22

✅Progress in line with expectation　　　🔺Some progress but not as much as expected.　　🔴No/Minimal progress

Objective 4: Adopt and implement a more proactive approach to managing work related stress.					
Priorities	**Actions**	**Indicators of Success**	**Owner**	**Status**	**Commentary**
4.1 Ensuring sources of work related stress are identified; stress risk assessments carried out and outcomes of risk assessments are acted upon.	Carry out team based stress risk assessments to identify the likely sources of stress and ensure suitable control measures are put in place, and regularly reviewed and updated	• Number of stress risk assessments and actions completed	H&S Team. Senior & Line managers, Team leaders.	🔺	1 team risk assessment carried out and action plan developed. Tool being developed on Evotix to support further roll out.
4.2 Manage organisational and staff changes in a manner that does not lead to stress	Communicate and promote the Council's Change Protocol to all managers and team leaders, and ensure it is followed.	• Increased understanding and compliance with the change protocol.	SLG / HR & WD	✅	Ongoing engagement with services as they seek to restructure.
Objective 5: Provide employees experiencing mental health and wellbeing problems with access to professional assistance and support					
5.1 Provide occupational health support, employee assistance programme and other relevant support	Increase awareness and understanding of the benefits of the wide range of supports available to staff.	• Increased uptake in programmes we can monitor • Staff survey results indicate better awareness of support.	Healthy Working Lives Group	✅	1214 OH appointments and 128 EAP contacts. Staff survey shows 72% of employees know how to access support.
Objective 6: Reduce barriers to employment and support employees who have experienced, or are experiencing, mental health and wellbeing problems/issues.					
6.1 Put in place supportive arrangements and promote good rehabilitation practices	Ensure relevant HR policies and procedures are in place and used appropriately by managers.	• Number of employees who have, or experiencing mental health, kept in work.	HR & WD / Line Managers.	✅	Maximising Attendance Policy & Procedure reviewed June 2023.

23

🟢Progress in line with expectation   ⚠️Some progress but not as much as expected.   🔴No/Minimal progress