Staffordshire County Council
Annual Report on Health, Safety and Wellbeing Performance 2018/19

1.   Action Required

1.1   The County Council's Senior Managers need to: -

- Review the findings and management information detailed in this report;
- Analyse this year's performance and identify action to ensure continuous improvement;
- Consider key actions identified for 2019/20 and decide if any further actions are required;
- Share and communicate the report to SLT, WLT and OMT; and
- Recognise the work that has been achieved to improve the council's management of health, safety and wellbeing risks.

2.   Introduction

2.1   This report covers the period from 1st April 2018 to 31st March 2019. The aim is to provide the council's senior management, stakeholders, public of Staffordshire and others interested in health, safety and wellbeing with information about what the county council is doing to protect its employees, volunteers, contractors, service users, pupils and members of the public.

2.2   Health, safety and employee wellbeing in the county council is part of the overall risk management strategy, which aims to identify and manage risks to the county council and its services to the public. Health, safety and employee wellbeing focuses on the risks of injury and ill health that can arise from the wide range of activities necessary to deliver the services to the people of Staffordshire.

2.3   This report identifies progress against the key action points outlined in the action plan for 2018/19 and identifies key priorities for 2019/20.

3.   Background

3.1   The type of health and safety risks involved are varied, but include: -

- Work related ill health including stress at work

- Manual handling

- Lone working

- Violence and aggression

- Transport and road risks

- Slips, trips and falls

3.2 An organisation with such a broad range of activities as Staffordshire County Council has a wide variety of risks to manage and the above list represents only some of the most common risks across the council. To ensure that all risks are identified, the council has a risk assessment process for use by managers and staff.

3.3 Our services are often delivered via partnership arrangements. These include a wide range of external organisations such as the NHS, charities, contractors and volunteers. By focusing on co-operation, communication and co-ordination with our partners, we aim to ensure that these operations are also effectively managed as safely as is reasonably practicable.

3.4 To support the management of health, safety and employee wellbeing the council employs several specialists, including health and safety specialists; occupational health specialists who provide support for employees, property management specialists etc. In the workplace there are trained safety representatives nominated by trade unions who help to monitor health, safety and wellbeing as well as represent employees during consultation.

4. Action taken during 2018/19 to improve Health, Safety and Wellbeing Management Arrangements

4.1 **Key Successes**

4.1.1 Developed and launched MindKind campaign to improve awareness and skills to support mental wellbeing. Setup a network of 74 Mental Health First Aiders across the council to support colleagues, improve mental health awareness and reduce stigma. Implemented 2-year training programme to deliver 1-day mental health awareness to all line managers and half day mental health awareness to support colleagues. Continued to deliver personal resilience training to colleagues with focus on areas of the business managing change. Set up MindKind section on the Go digital learning platform with several short awareness videos and team resources. MindKind intranet pages have been very popular, and campaign has been well received with high level of engagement across the workforce. Developed MindKind for schools which is launching June 2019.

4.1.2 Embedded and improved the effective use of My Health and Safety incident reporting system with core council and schools. Launched report tool capability to all key users of the system.

4.1.3 Appointed Fire Safety Officer who commences 2-year fixed term contract July 2019 to improve fire risk assessments in line with developing best practice standards and to improve skills and knowledge of our Premises Managers. Strategic Property commencing compartmentation assessments of property portfolio from summer 2019. Strategic Fire Safety meetings established on monthly basis to manage fire safety improvement project on a risk profile basis and make strategic decision as required.

4.1.4 Supported teams and services through change with additional training events, team development, support with stress risk assessments, as well as team and individual support plans.

4.1.5 Embedded Stay Safe Terrorism Guidance and taken part in local and regional exercises. Inward evacuation and lockdown arrangements becoming well established across our property portfolio and within schools. Management of hoax terrorism threats received during 2018.

4.1.6 Developed and implemented security alert procedures for Staffordshire Place. Briefings held with all key duty holders/stakeholders to ensure understanding of roles and responsibilities.

4.1.7 Completed review of the ThinkWell Service to ensure remains in line with current clinical best practice standards. Actions identified as part of the review being completed during 2019 in line with the retender developed for new contract implementation 1st November 2019.

4.1.8 Supported work into the diagnostic element and helped to shape the key priorities within the workforce strategy.

4.1.9 Supported improvements in Client construction design and management processes and procedures and improved awareness and understanding of key duty holders. Completed Principal Contractor monitoring inspections to improve standards and held contractor briefing sessions.

4.1.10 Managed impact of changes to Ironizing radiation regulations and resolved all situations where levels identified above new regulation reduced action levels at Schools and SCC Premises.

4.1.11 Supported Civil Contingency situations which include Allied Health Care, Wild Fires, Control of Major Accident Hazard (COMAH) sites within Staffordshire.

4.1.12 Maintained and improved management arrangements, guidance and tools to support line managers.

4.1.13 Renegotiated beneficial Service Delivery Agreements with Entrust that sees the Health, Safety and Wellbeing Service continuing to deliver services to Schools, Academies and Entrust.

4.1.14 Implemented project plan with support from IGU to ensure Health Safety and Wellbeing function services and data is managed in line with the GDPR. Privacy notices developed and launched for all wellbeing and data systems.

4.1.15 The Health, Safety and Wellbeing Service maintained its diverse training programme to meet the organisation's statutory training needs. Participant feedback remains very positive with 98% of attendees confirming that they found the content valuable and confirming that it will assist them to understand and fulfil their health and safety responsibilities. The Service supported Learning at Work Week with the launch of team mental health activities.

4.1.16 The Health, Safety and Wellbeing Service continued to deliver valued, effective and respected wellbeing interventions. Feedback from employees accessing the services and referring line managers was that the services were valuable and beneficial in supporting employee health and wellbeing. Levels of referrals to wellbeing services

have remained consistent with last year. Health, Safety and Wellbeing continues to work with providers to ensure value for money and an approach to delivery which incorporates organisational learning.

4.1.17 Completed 79 School and 13 Core Council audits of services to review their health and safety management arrangements and develop improvement plans.

4.1.18 Completed 93 health and safety planning meetings with schools who purchased the Additional Service Level Agreement to allow them to identify key risk gaps and develop management plans to improve their health, safety and wellbeing performance.

4.1.19 Health, Safety and Wellbeing Service has also responded to and managed several emergency situations and serious incidents during 2018/19.

4.2   Service Level Agreements (SLA)

4.2.1 99% of maintained schools purchased the health and safety service during 2018/19 with just 2 schools seeking other provision. 95 maintained schools purchased the additional service level agreement. The Headteacher briefings were well attended and feedback was excellent. Headteachers have indicated that these briefings help them to understand their accountabilities and develop further their learning and skills to manage health, safety and wellbeing effectively in school environments.

4.3   Improving the Health of the Workforce

4.3.1 Absence within core county council is now at 10.8 days per employee which is a decrease of 1.8% from last year. Absence data no longer includes schools' data following SAP replacement. This level of absence is higher than the national average for local government which was benchmarked in 2018 at 9.8 days. The leading causes of absence remain psychological ill health and musculoskeletal conditions. We have seen a 10% decrease in musculoskeletal conditions and a 2.6% decrease in psychological ill health. The national trend within both private and public sector shows an increasing psychological absence. Managers continue to use referrals to wellbeing service to assist in the prevention and management of absence.

4.3.2 Between 1st April 2018 – 31st March 2019, 413 employees had been referred to the physiotherapy service to prevent absence and where they are absent to support early return to work.

4.3.3 Between 1st April 2018 – 31st March 2019, 335 employees had been referred to ThinkWell. The clinical assessment scores clearly show that colleagues have benefited from the services they received. Manager and colleague feedback remain extremely positive. CALM self-help tools have also remained popular with the workforce.

4.3.4 Colleagues supported by ThinkWell showed after treatment a 96% improvement/recovery. 100% of colleagues accessing the service described the support as helpful or extremely helpful and would recommend it to other colleagues. 91% of colleagues accessing the service believed it assist them to remain in

work/return to work. 70% received triage within 48 hours and 99% within a week. The average time to first session was 8 days. 49% of the referrals received were preventative (colleagues in work) and of these 90% remain in work during the support provided.

4.3.5 In response to increasing levels of psychological absence the Health, Safety and Wellbeing Service researched and designed a workforce mental health strategy called MindKind. The aim off the strategy is to make the whole workforce mental health aware, improve manager's knowledge and skills, improve the culture and reduce stigma in workplace. This will support employees to become more self-aware, proactively look after their own mental health and seek help at an early stage. The 3-year strategy was launched on the 10th October 2018. Engagement levels have been very positive, and feedback received to date is that managers and colleagues are finding the training and MindKind information and toolkits extremely valuable.

4.3.6 Occupational Health received 1156 management referrals which is a small increase from last year. The HR team continues to work with managers to ensure early referral to Occupational Health. Early advice and support can help maintain colleagues in work and support a quicker and more successful return to work.

4.3.7 Flu vaccination were offered to colleagues in line with the Public Health and NHS flu vaccination campaign. Vaccination is an essential part of the overall infection prevention and control arrangements. 324 vouchers were supplied to frontline workers in core council and over 800 school colleagues.

**4.4	Key Performance Indicators (KPI's)**

4.4.1 The council has agreed a range of key performance indicators for health and safety against which the council can monitor progress and performance. The outcomes of these are detailed in Appendix 1 and are benchmarked against previous years. These key performance indicators demonstrate that the council is improving performance and key actions are being undertaken by managers in the workplace. It is important that the council continues to monitor these indicators to identify further scope for improvement and to maintain the gains already made.

4.4.2 The Health, Safety and Wellbeing Service is contacting all maintained schools who have not confirmed that they have reviewed their fire risk assessment to ensure that they understand the importance of having an effective and adequate fire risk assessment in place and to offer support where required.

**5.	Health and Safety Audit and Evaluation Process**

**5.1	Outcomes of Internal Health and Safety Audits**

5.1.1 During 2018/19 92 health and safety audits were completed by the Health, Safety and Wellbeing Service.

5.1.2 The outcome of these audits identifies the operating maturity level of the service/establishment audited. The frequency at which the service/establishment will be re-audited is based on the level of maturity achieved. This allows investment of

resources where most benefit may be achieved. The management information from these audits demonstrates high levels of schools and council service both maintaining and improving audit maturity scores.

5.1.3 Within core county management standards self assessments are part of the audit and evaluation process and provide management teams with an opportunity to reflect on their health and safety management against set standards. The assessment is required every March. Completion levels and standards identified show good levels of management of health and safety. However not all areas take this learning opportunity.

6. Accident and Incident Data

6.1 Accidents and Violence Statistics

6.1.1 This year's report show new benchmark data due to the launch of the My Health and Safety Incident Reporting System in March 2018. Previous years data does not always allow direct comparison.

6.1.2 This report shows a first full year of data from incident reports into the new system. The system is in place across both council services and schools. The system improves reporting and data capture and allow managers/users to monitor trends and detail investigation findings.

6.1.3 Appendix 1 details our key performance data for Incidents reported. There has been an increased level of incidents being reported which was expected with the launch of the new system. Schools have found the system to be very effective way to record and manage incidents. There has been improved real time reporting of incidents. The ability to report by remote form into the system has been very useful to frontline services. The system has improved visibility of incidents and local management allowing better advice, guidance and governance by the Health, safety and Wellbeing Service.

6.1.4 Reportable incidents to the HSE have remained consistent with last year. The council's Employee AIR (Accident Incident Rate) indicator shows a small increase compared with last year moving to 28 from 23 last year.

6.1.5 As schools convert to academies the profile of incidents is changing.

7. Health and Safety Investigations

7.1 The Health and Safety Advisors have continued to investigate the more serious accidents and encourage Operational Managers to investigate all accidents. Which is monitored and chased within the My Health and Safety system. Managers have been encouraged to establish both the immediate and root cause of accidents to manage the potential for reoccurrence.

7.2 There have been several accidents and incidents in schools and core council activities which could have had more serious outcomes. The Health, Safety and Wellbeing Service has investigated these incidents and helped the services and schools implement improved control measures. There have also been a couple of

incidents in our supply chain of providers. As Commissioner /Client we have been involved in investigations and have ensured that learning is taken forward.

7.3   The HSE has requested information and investigation reports on some of the RIDDOR reportable accidents, and no further action has been taken as they have been satisfied with our investigations.

7.4   HSE have visited two schools with onsite farms as part of their farm's inspection campaign. Both visits were positive with no enforcement action or other action beyond a few verbal recommendations. Health, Safety and Wellbeing Service supported these schools during the HSE inspections

7.5   In April 2012 the HSE launched "Fee for Intervention". To date we have not been charged for any interventions.

8.   Joint Consultation

8.1   The council has held health and safety committees and forums in accordance with the Health, Safety and Wellbeing Policy. Consultation forum meetings are planned for 2019/20. Union and staff views are sought on management tools and health, safety and wellbeing initiatives. The Unions supported the wellbeing days that were held in 2018. The Health, Safety and Wellbeing Service works with the Unions on campaigns and launching new initiatives.

9.   Occupational Health Unit (OHU)

	2016/17	2017/18	2018/19
Ill Health Referrals	1239	1120	1156
Ill Health Retirement Requests	25	22	27
Ill Health Retirements Approved	10	20	13

9.1   Occupational Health management referrals have increased slightly compared to last year.

9.2   The number of ill-health retirements being granted (meeting the qualifying criteria) has remains consistent with previous years.

10.   Liability Claims

10.1   There have been no significant developments in terms of claim numbers, although early indication is that claim frequency for policy year 2018 is declining. It should be noted that claimants have up to 3 years after the accident within which to claim

	2015	2016	2017	2018
No. of Claims Occurred	55	37	31	24
Estimated Cost of payments	£773,377	£342,868	£182,851	£113,156

10.2 Background Information on Claims / Legal Developments

Estimated Cost of Payments includes reserves. This represents insurers "best estimate" of final settlement.

10.3 While claimants generally have 3 years post incident to pursue a claim without an action becoming statute barred (3 years after 18th birthday in the case of minors). As a result of the Jackson reforms the indications are that claims are being submitted more quickly.

11.   New Legislation & Key Topics for 2019/20

11.1 The Helping Great Britain Work Well initiative was drawn up in 2017, and its policies will really start to take effect of the coming years. While HSE will still enforce all current safety legislation, their onus will be on improving organisational responsibility.

11.2 HSE focus for 2019 is on stress at work, Come Home Safe Campaign, unannounced farm inspections, changes to welding fume safety standards and "Dust Busting" in construction campaign. Asbestos management and construction safety standards will also remain high on the HSE agenda given nationally high levels of accidents and incidents.

11.2 As the review of Building Regulations and fire safety are completed and further learning outcomes emerge from the Grenfell Tower Fire there will likely be actions to take forward and build into workplace fire safety management arrangements. This will feed into our Strategic Fire Safety Working Group.

11.3 Legislation reviews have concentrated primarily on maintaining standards and removal of EU references. HSE have developed guidance on Brexit for businesses in case of a no deal exit.

12.   Key Actions for 2019/20

12.1 The Health, Safety and Wellbeing Service will work as part of the HR Service to ensure that we will become the HSW Service of choice for Staffordshire County Council, its partners and providers, to deliver outcomes for Staffordshire and colleagues.

Leading and Managing for Health, Safety and Wellbeing

- Increase Management and Leadership tools and resources to improve skills and knowledge to encourage improved management of health and safety and better support of employee wellbeing.
- Further develop MindKind Line Manager Resources to support mental health and reduce stigma in the workplace.
- Support HR policy development to ensure employee wellbeing principles are incorporated into relevant HR policy, approach and practices.
- Improve Senior Management use of My H&S System for monitoring of trends to support decision making.

- Implement ISO best practice changes into our health and safety operating model and audit systems.
- Review CDM Management with ICT working practices and further embed revised best practice standards in Strategic Property and Infrastructure Plus management arrangements.

Promoting a Positive Work Environment

- Continue to embed MindKind Strategy to make the council mental health aware ensuring prevention and early intervention practices are part of normal practice.
- Implement ThinkWell review findings to identify learning and actions to lead to continued improvement of support to colleagues.
- Implement guidance and support around menopause in the workplace.
- Implement new approach to Fire Safety Management/Risk Assessment to improve quality of Fire Risk Assessments and incorporate changing best practice.
- Support SMART Working project to have effective HSW tools that complement this agenda.
- Commence Thrive at Work accreditation process to demonstrate operating to best practice and support workforce enabler

Developing HSW skills for now and the future

- Embed mental health awareness skills from delivered training to improve management of mental health and raise self-awareness amongst colleagues.
- Review and improve health and safety training plan to ensure continues to meet the councils current and developing needs.
- Improve digital learning opportunities for HSW topics.
- Launch new fire risk assessment skills for Premises Managers across core council and schools.
- Launch ACT Terrorism digital learning for colleagues in key roles to improve Stay Safe Terrorism Management.

Consultancy Service Approach

- Further develop the Health, Safety and Wellbeing Service to maintain its trusted and commercial partner approach.
- Maintain proactive consultancy ethos within delivery of the service.
- Monitor and maintain quality of provider contracts to ensure quality and value for money is maintained.
- Maintain and enhance professional skills with in the service to ensure continued flexibility.
- Deliver effective business partnering to SCC, Schools/Academy customers and wider customer network.
- Maintain effective governance arrangements to monitor trends and manage risk sensibly and effectively.
- Re-tender Occupational Health system to implement improved functionality to meet changing best practise requirements.

Stakeholder and Network Engagement

- Building strong positive relationships with all health, safety and wellbeing stakeholders and maximising the benefits from our professional networks.

- Maintain effective relationships with enforcement bodies and demonstrate our organisational commitment to ensuring the health, safety and wellbeing of our workforce and protecting public in delivery of our services.

13. Conclusion

13.1 This report provides an indication that health and safety performance has continued to improve in the last twelve months. However there remains room for growth and the council still had to reactively manage several incidents.

13.2 The development of the Health, Safety and Wellbeing Service is allowing the council to focus its competent health and safety advice proactively in services that present the greatest risk and/or where the health and safety management arrangements require development. The 2019/20 action plan will assist the council to make further improvements and further develop its positive health and safety culture and enhance wellbeing.

13.3 Fire safety will be a key focus over the next year as we improve skills and awareness of Premises Managers and benefit from input of professional Fire Safety Officer skills leading to improved improve governance and planning.

14.   Contacts
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Appendix 1 - Key Performance Indicators

	Indicator	2016/17	2017/18	2018/19
1.	Number of Incidents by Type	**SCC** Accidents **403** of which **149** were accidents to employees **Schools** Accidents **1242** of which **240** were employees Overall Total **1645**	**SCC** Accidents **333** of which **103** were accidents to employees **Schools** Accidents **765** of which **156** were employee accidents Overall Total **1098**	**SCC** – Accidents **398** of which **120** were to employees SCC - Near Miss **28** SCC – Environmental **5** SCC - Road Traffic **12** **Schools** - Accidents **1237** of which **347** were employees School - Near Miss **4** School – Environmental **10** School Road Traffic **3**
2.	Violence and Aggression	SCC total violence **502** of which **468** where towards employees Schools total violence **142** of which **120** where towards employees.	SCC total violence **456** of which **341** where towards employees. Schools total violence **49** of which **36** where towards employees.	SCC total violence **333** which **230** where towards employees. Schools total violence **329** of which **243** where towards employees.
3.	Number of RIDDOR reportable incidents	SCC **13** Schools **47** Total **60**	SCC **4** Schools **30** Total **34**	SCC **5** Schools **35** Total **40**
4.	Number of Civil Claims (excluding highways)	**37**	**31**	**24**
5.	Cost of Liability Claims	**£342,868**	**£182,851**	**£113,156**
6.	% of Premises with a Fire Risk Assessment completed/reviewed within last 12 months.	Schools **100%** Core Council **100%**	Schools 98**%** Core Council 100**%**	Schools 96**%** Core Council 92%
7.	% of Management Standards surveys returned by corporate services and Self Audits completed by schools	Schools 73**%** Families & Communities **94%** Economy, Infrastructure & Skills **100%** Strategy, Governance & Change **100%** Finance and Resources **100%** Health & Care **100%**	Schools 83 **%** Families & Communities **81%** Economy, Infrastructure & Skills **100%** Strategy, Governance & Change **100%** Finance and Resources **50%** Health & Care **80%**	Schools **90%** Families & Communities **70%** Economy, Infrastructure & Skills 100**%** Corporate Services 74**%** Health & Care 100**%**
8.	% of Internal Health and Safety Audits completed to programme	Schools **100%** Families &Communities **100%** Economy, Infrastructure & Skills **100%** Strategy, Governance & Change **100%**	Schools 100**%** Families &Communities 100**%** Economy, Infrastructure & Skills100**%** Corporate Services 100**%**	Schools **96%** Families & Communities100 **%** Economy, Infrastructure & Skills 100**%** Corporate Services 100**%**

		Finance and Resources **100%** Health & Care **100%**	Health & Care 100**%**	Health & Care100 **%**
9.	Cost of accidents Number Accidents x HSE average cost of accidents (£1250 per incident)	£2,056,250	£1,372,500	£2,032,500
10.	Cost of violence and aggression to employees Number incidents x HSE average cost of incidents (£1,250 per incident)	£735,000	£471,250	£591,250

Council Incidents by Service Area

	Accidents	Near Miss	Road Traffic	Environmental	Violence and Aggression
Council Overall	**398**	**28**	**12**	**5**	**485**
Families & Communities	**187**	**12**	**6**	**0**	**332**
Health & Care	**196**	**14**	**4**	**0**	**147**
Economy Infrastructure & Skills	**9**	**1**	**2**	**5**	**5**
Corporate Services	**6**	**1**	**0**	**0**	**1**

Schools Overview

	Primary	Middle	Secondary	Special	PRU	Totals
Accident	707	49	308	125	48	1237
Near miss	5	0	3	0	2	10
Environmental	3	0	0	0	1	4
Road Traffic Collision	1	0	1	0	1	3
Violence and Aggression	159	4	12	73	85	333