

**Staffordshire County Council**  
**Annual Report on Health, Safety and Wellbeing Performance 2017/18**

**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 2018/19 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 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2018. 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 2017/18 and identifies key priorities for 2018/19.

**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 a number of 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 2017/18 to improve Health, Safety and Wellbeing Management Arrangements**

##### **4.1 Key Successes**

- 4.1.1 Developed and launched new My Health and Safety system to schools and Core County in March 2018. The new system helps manager to better manage incident that occur by offering improved reporting on intelligent form that help collation of the correct information. Managers are prompted and supported with local investigations and they are able to monitor and track actions within the system. Trends are visible within areas which allow improved analysis and learning whilst helping informed decision making to support safer workplaces.
- 4.1.2 Supported health and safety aspects of workforce moves into Castle House, Newcastle and Stafford Civic Centre.
- 4.1.3 Following the Grenfell Tower fire, a report was developed for SLT regarding possible actions to maintain and strengthen fire safety within Staffordshire County Council's property portfolio. Following this report H&S advisors completed fire safety inspections at all residential properties, properties accessed by vulnerable individuals and all premises with 3 or more storeys. All premises managers, schools, academies and commissioned services were reminded of their duties regarding fire safety management. H&S have worked with Strategic Property to ensure that any trends identified during the inspections are incorporated into planned maintenance programmes. Strategic Property is developing plans to improve fire compartmentation including ongoing inspection and maintenance. Staffordshire Fire and Rescue Service reviewed the Councils management arrangements and guidance and were pleased with arrangements we had in place and out additional actions identified.
- 4.1.4 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 a number of very well attended events focusing on mindfulness and stress reductions.

- 4.1.5 Completed two wellbeing events one in June focussing on physical health and the importance of exercise and daily activity levels. In October issued a mental wellbeing focussed newsletter looking at the impact of change on the individual and the team. Articles gave managers and teams ideas about different approaches for dealing with change and supporting wellbeing.
- 4.1.6 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.
- 4.1.7 Developed and launched Stay Safe Terrorism guidance incorporating government best practise guidance into working arrangements. Worked with Counter Terrorism specialists to provide briefings and support key personnel, premises managers and schools to develop local security alert procedures including inward evacuation and lockdown. Health, Safety and Wellbeing advisors have supported premises manager to develop their local arrangements.
- 4.1.8 Completed 70 School and 14 Core Council audits of services to review their health and safety management arrangements and develop improvement plans.
- 4.1.9 Completed 92 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.
- 4.1.10 Completed audit reviews on at construction sites of Staffordshire County council framework contractors regarding their health and safety standards. Trend reports provided to Strategic Property for inclusion in their contract management arrangement. Developed and delivered briefing to framework contractors regarding their duties and our client expectations regarding principal contractor/contractor health and safety management and performance.
- 4.1.11 Implemented changes to the management of ionizing radiation following changes to the statutory requirement which came into effect from January 2018. Health, Safety and Wellbeing Service completed the registration on behalf of the organisation as the employer detailing how compliance is achieved. Updated all schools and academies on how to ensure compliance with new statutory requirements during curriculum activities. Worked with Strategic Property to identify premises that could potentially be affected by radon due to the revised lowered thresholds. Implemented testing and monitoring program for these sites. Advised academies on the actions required by them to meet their legal duties.
- 4.1.12 Health, Safety and Wellbeing Service has also responded to and managed several emergency situations and serious incidents during 2017/18.

## **4.2 Service Level Agreements (SLA)**

4.2.1 99% of maintained schools purchased the health and safety service during 2017/18 with just 2 schools seeking other provision. 96 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 an increase of 12% from last year. Absence data no longer includes schools data following SAP replacement. This level of absence is higher than the national average for public sector which was benchmarked in 2017 at 8.5 days. Increases are seen across all main categories of absence with psychological reasons remain the leading cause of absence for the organisation. The national trend is increasing psychological absence across the public sector. The proportion of long term absence has increased slightly. Managers continue to use referrals to wellbeing service to assist in the prevention and management of absence.

4.3.2 Between 1<sup>st</sup> April 2017 – 31<sup>st</sup> March 2018, 418 employees had been referred to the physiotherapy service in order to prevent absence and where they are absent to support early return to work.

4.3.3 Between 1<sup>st</sup> April 2017 – 31<sup>st</sup> March 2018, 332 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 remains extremely positive. Calm self-help tools have also remained popular with the workforce.

4.3.4 Colleagues supported by ThinkWell showed after treatment a 98% improvement/recovery. 94% of colleagues accessing the service described the support as helpful or extremely helpful. 95% of Managers felt the service helped them support employees. 94% of referrals were contacted within 48 hours and the average time to first session was 6 days.

4.3.5 In response to increasing levels of psychological absence the Health, Safety and Wellbeing Service researched and designed a proposed workforce mental health strategy to support the organisation to better understand and manage the impact of mental health in the workforce. The 3-year strategy was approved in April 2018 and implementation is due to commence in October 2018. The aim of 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 should lead to employees becoming more self-aware, preventatively looking after their own mental health and seeking help early to reduce the level of psychological absence experienced.

- 4.3.6 Occupational Health received 1120 management referrals which is a decrease from last year. The HR team continues to work with managers to ensure early referral to Occupational Health as early advice and support can help maintain colleagues in work or support a quicker and more successful return to work.
- 4.3.7 Flu vaccination was offered to colleagues where agreed with their manager to support continued delivery of services and the NHS flu vaccination campaign. Vaccination is an essential part of the overall infection prevention and control arrangements. 219 vouchers were supplied to frontline workers in core council and over 400 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 2017/18 84 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; allowing 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 February. Completion levels and standards identified show good levels of management of health and safety. However not all areas take this learning opportunity. If areas do not prioritise completion of the assessment this may result in a detrimental impact on health and safety standards.

## **6. Accident and Incident Data**

### **6.1 Accidents and Violence Statistics**

6.1.1 See Appendix 2 for detailed accident and violent incident statistical data. Data shows that accidents and violence to employees have decreased. Reportable incidents to the HSE have also decreased. The council's AIR (Accident Incident Rate) indicator also shows a decrease compared with last year. As schools convert to academies the profile of incidents is changing however the AIR rate indicates improvement in performance.

### **6.2 Costs of Accidents & Incidents**

6.2.1 Each accident costs the council valuable resources in staff time, sickness absences, insurance claims and other hidden costs. The estimated total costs of all incidents, including accidents and violence is based on the Health and Safety Executive's costing guidance detailed in Appendix 1 items 9 and 10. Cost of accidents has fallen in 2017/18 to £1,372,500 compared with in £2,056,250 2016/17. The cost of violence to employees for 2017/18 has fallen to £471,250 compared to £735,000 in 2016/17.

## **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. 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 of significant nature in our supply chain of providers. As Commissioner /Client we have been involved in investigations and in sharing and taking the learning outcomes forward. Input into these incidents will remain ongoing into 2018/19.

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 As a result of issues with condensation in the ceilings following roofing works conducted at The Richard Heathcote Community Primary last year the HSE completed an investigation into the facts of the incident. The outcome of this incident and the investigation resulted in no action being taken against the County Council who were the Client however other CDM duty holders have received formal advice from the HSE.

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 2018/19. Union and staff views are sought on management tools and health, safety and wellbeing initiatives. The Unions supported the wellbeing days that were held. The Health, Safety and Wellbeing Service works with the Unions on campaigns and launching new initiatives.

## 9. Occupational Health Unit (OHU)

	2015/16	2016/17	2017/18
Ill Health Referrals	1133	1239	1120
Ill Health Retirement Requests	21	25	22
Ill Health Retirements Approved	10	10	20

- 9.1 Occupational Health management referrals have decreased compared to last year.
- 9.2 The number of ill-health retirements being granted (meeting the qualifying criteria) has increased over the last 12 months.

## 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 2017 is declining. It should be noted that claimants have up to 3 years after the accident within which to claim

	2014	2015	2016	2017
No. of Claims Occurred	62	51	33	21
Estimated Cost of payments	£450,718	£200,162	£269,653	£170,563

### 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 2018/19

- 11.1 The Helping Great Britain Work Well initiative was drawn up in 2017, and its policies will really start to take effect this year. While HSE will still enforce all current safety legislation, their onus will be on improving organisational responsibility during 2018. That means HSE will be directing more effort into working with businesses to help them comply with standard operating legislation. We are likely to

see regular campaigns throughout the year to educate and inform businesses on their responsibilities.

- 11.2 As the workforce increases in age, there may be considerations towards ensuring working environments are more accessible, safer, and more comfortable for older workers.
- 11.3 While there has been legislation in place covering the effects of stress in the workplace for some years, it hasn't generally been as rigorously enforced. With a shifting climate that now puts greater emphasis on mental health and well-being, HSE will be looking closely at how working environments can trigger or even exacerbate existing mental health issues such as stress, and what businesses can do to prevent this.
- 11.4 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.
- 11.5 Changes are expected to the Personal Protective Equipment Regulations and First Aid Regulations/ACOP's.
- 11.6 Asbestos Management and Construction Safety standards will also remain high on the HSE agenda given nationally high levels of accidents and incidents.

## **12. Key Actions for 2018/19**

- 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.

### **Business Effectiveness**

- Support the organisation to ensure external contracts, joint ventures and partnership working are operating to best practice standards.
- Work with the wider risk management agenda to improve how health and safety governance and risk management work together.
- Support the organisation through change to identify its health and safety obligation and implement effective management arrangements.
- Review and revise organisational health and safety policies and procedures to ensure that they remain in line with best practice standards.
- Respond to national learning and developments to ensure our health, safety and wellbeing arrangements follow best practice standards.



## **Workforce Strategy**

- To provide input into the diagnostic elements and support the development of the Workforce Strategy.

## **Workforce Health, Safety and Wellbeing**

- Undertake workforce wellbeing initiatives that promote colleagues to take personal responsibility for their physical health, psychological health and to make healthy choices.
- Implement and launch in October 2018 the Workforce Mental Health Strategy to improve the organisational understanding, knowledge, and skills around mental health.
- Review organisational management standards against the new ISO standard on Health and Safety due to be launched in the first half of 2018.
- Incorporate fire safety learning into organisational working practices and standards as appropriate.
- Embed Stay Safe Terrorism guidance into effective operational working practices and incorporate into audit and evaluation process.
- Maintain up to date set of Health, safety and Wellbeing Management Arrangements and Guidance documents.
- Embed the benefits that can be achieved following the implementation of the My Health and Safety incident reporting tool.
- Continue to deliver programme of audit and evaluation to monitor health and safety standards and improve performance.
- Further develop organisational Construction Design and Management Client duty processes and procedures to build upon learning outcomes.

## **Supporting Line managers**

- Provide managers with information and feedback on how they are managing health, safety and wellbeing.
- Inspire managers and leaders to develop effective leadership skills applied to health, safety and wellbeing.
- Develop and update tool kits to support managers and improve knowledge and skills.

## **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.

### **HR Effectiveness**

- Improve incident trend reporting to SLT, WLT, H&S Committee and other Stakeholders from improved data capture available from My Health and Safety system and the reporting facility available from September 2018.
- Develop business case to incorporate additional health and safety management processes into the My Health and Safety System.
- Continue to monitor health, safety and wellbeing contracts to ensure deliver value for money and incorporate organisational learning.

### **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 has 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 2018/19 action plan will assist the council to make further improvements and further develop its positive health and safety culture.
- 13.3 Mental Health and wellbeing will also be a key area of focus next year to ensure that the organisation takes forward the benefits that can be achieved from the implementation of the Workforce Mental Health Strategy.

### **14. Contacts**

Rebecca Lee - Health, Safety and Wellbeing Manager, HR, Strategy Governance and Change  
01785 355777

## Appendix 1 - Key Performance Indicators

	Indicator	2015/16	2016/17	2017/18
1.	Number of accidents	1689	1645	1098
2.	Number of violent incidents to employees	665	588	505
3.	Number of RIDDOR reportable incidents	<b>Total 73</b>	<b>Total 60</b>	<b>Total 34</b>
4.	Number of Civil Claims occurred (excluding highways claims)	51	33	21
5.	Cost of Liability Claims	£200,162	£269,653	£170,565
6.	% of Premises with a Fire Risk Assessment completed/reviewed within last 12 months.	Schools <b>76%</b> Core Council <b>95%</b>	Schools <b>100%</b> Core Council <b>100%</b>	Schools 98% Core Council 100%
7.	% of Management Standards surveys returned by corporate services and Self Audits completed by schools	Schools <b>76%</b> Families & Communities <b>94%</b> Economy, Infrastructure & Skills <b>100%</b> Strategy, Governance & Change <b>89%</b> Finance and Resources <b>79%</b> Health & Care <b>40%</b> *Restructure	Schools <b>73%</b> Families & Communities <b>94%</b> Economy, Infrastructure & Skills <b>100%</b> Strategy, Governance & Change <b>100%</b> Finance and Resources <b>100%</b> Health & Care <b>100%</b>	Schools <b>83%</b> Families & Communities <b>81%</b> Economy, Infrastructure & Skills <b>100%</b> Strategy, Governance & Change <b>100%</b> Finance and Resources <b>50%</b> Health & Care <b>80%</b>
8.	% of Internal Health and Safety Audits completed to programme	Schools <b>100%</b> Families & Communities <b>100%</b> Economy, Infrastructure & Skills <b>100%</b> Strategy, Governance & Change <b>100%</b> Finance and Resources <b>100%</b> Health & Care <b>100%</b>	Schools <b>100%</b> Families & Communities <b>100%</b> Economy, Infrastructure & Skills <b>100%</b> Strategy, Governance & Change <b>100%</b> Finance and Resources <b>100%</b> Health & Care <b>100%</b>	Schools 100% Families & Communities 100% Economy, Infrastructure & Skills 100% Strategy, Governance & Change 100% Finance and Resources 100% Health & Care 100%
9.	Cost of accidents Number Accidents x HSE average cost of accidents (£1250 per incident)	£2,111,250	£2,056,250	£1,372,500
10.	Cost of violence to employees Number incidents x HSE average cost of incidents (£1,250 per incident)	£831,250	£735,000	£471,250

**Appendix 2** \* Data as of 25<sup>th</sup> June 2018

**Table 1 Accident and Violent Incident data for 2017/18**

	Employee Accidents	AIR Figure Employee Accidents**	Non-Employee Accidents	Total Accidents	Violence Incidents towards employees	Total Violence	RIDDOR Reportable Accident & Incidents*
<b>SCC Overall</b>	<b>278</b>	<b>18</b>	<b>820</b>	<b>1098</b>	<b>377</b>	<b>505</b>	<b>34</b>
Schools	156	15	609	765	36	49	30
Families & Communities	46	22	77	123	121	188	1
Economy, Infrastructure & Skills	11	20	8	19	0	0	1
Strategy, Governance & Change	2	5	0	2	1	1	1
Finance & Resources	4	8	0	4	0	0	0
Health & Care	40	75	145	185	219	267	1

**Table 2 Break down of RIDDOR Reportable Accidents**

Categories of Reportable RIDDOR	Death	Dangerous Occurrence	Major injuries to people not at work	Major Injury to a person at work	Non-employee taken to hospital	Over 7 Day injuries
<b>SCC Overall</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>20</b>	<b>11</b>
Schools	0	0	0	2	20	8
Families & Communities	0	0	0	1	0	0
Economy, Infrastructure & Skills	0	0	0	0	0	1
Strategy, Governance & Change	0	0	0	0	0	1
Finance & Resources	0	0	0	0	0	0
Health & Care	0	0	0	0	0	1

\* RIDDOR reportable accidents are those incidents that are reportable by employers to the Health and Safety Executive. Generally the more serious incidents

\*\* AIR – Accident Injury Rate (the benchmark used by the Health & Safety Executive)

$\frac{\text{Number of employee accidents}}{\text{Average Number of Employees (Headcount)}} \times 1,000$

Average Number of Employees (Headcount)