



Safety, Health and Wellbeing

Annual Report

Extended Executive Summary 2015-16

Introduction

1. This Extended Executive Summary combines two annual reports which have been prepared for the Safety Health and Wellbeing (SHAW) Board along with the outline of the new SHAW Strategy 2016-19. The two reports are the SHAW Annual Report 2015-16 and the Working Well for Suffolk (WWfS) Annual Report 2015-16 which were presented to the Corporate Management Team (CMT) in July 2016.
2. The reports cover the 12 month period to 31st March 2016 and provide a brief overview for elected members, senior officers and all staff. They outline the progress made and actions taken to protect our staff, employees, contractors, clients and service users, pupils and members of the public over the past 12 months along with the work to promote and improve staff health and wellbeing. The full reports are available on the Council's intranet MySCC on the [Strategic Information](https://suffolknet.sharepoint.com/sites/myscc/myjob/healthandsafety/Pages/StrategicInformation.aspx) page. (<https://suffolknet.sharepoint.com/sites/myscc/myjob/healthandsafety/Pages/StrategicInformation.aspx>)

Principles

3. The approach to health and safety management within Suffolk County Council (SCC) is stated in the council's corporate revised health and safety policy documents SHAW1, SHAW2 and SHAW3. The health and safety policy statement (SHAW1) has been signed by the Chief Executive and the Leader of the Council.
4. This policy has been supported by the Health and Safety (H&S) Strategy 2013-16 which has provided the focus for the primary activity of the council to develop and improve the management of safety, health and wellbeing. This has an annual action plan which is implemented and monitored through the SHAW Board on behalf of CMT
5. The H&S Strategy 2013-16 is supported by the WWfS Strategy 2014-16 and action plan which focuses on the health and wellbeing of our staff. This has three interconnecting and equally important components: Living Well, Getting Well and Staying Well.

Progress - Safety, Health and Wellbeing Annual Report 2015-16

6. The Council's health and safety strategy 2013-16 is structured around three core themes and five risk priorities with each area led by a member of the SHAW Board

Core Themes

- Communication
- Competency
- Compliance

Key Risks 2015-16

- Contract Management
- Road Risk
- Stress
- Personal Safety
- Musculoskeletal Disorders

7. The action plan for 2015-16 had 38 actions and 18 performance measures and progress is monitored by the SHAW Board on a quarterly basis.

Actions completed	8 (21%)
On track to complete within timescales	17 (45%)
On track to complete but need more time	13 (34%)

8. This report marks the conclusion of the current H&S strategy 2013-16. A new SHAW strategy 2016-19 has been developed and approved at the May 2016 SHAW Board and then at CMT in July. This is outlined below. The supporting annual action plan for 2016-17 has also been prepared.

Core themes

- 9. Communication and engagement has developed well and includes the introduction of a quarterly message issued by each SHAW Steering group directorate lead to their part of the organisation which has allowed consistent messaging to be disseminated in a localised way. The feedback from staff is that this has been a welcome addition and is a visible demonstration of leaders prioritising Safety, Health and Wellbeing issues.
- 10. There has also been a move to embrace different methods of communication, and a series of video clips have been used to convey issues around mental health, incident reporting, and competency in H&S, amongst other topics.
- 11. The generic H&S competency framework is on My Learning and linked from My SCC. The use of the framework in Personal Development Review (PDR) meetings and one-to-one meetings was promoted.
- 12. The data used to produce the quarterly SHAW Board compliance statistics has been reviewed and allows for a more effective approach. Consequently the property data now provides for a clearer picture of compliance across SCC assets and supports the appropriate action to be taken if there is any non-compliance identified. This is the first year the SHAW Board has had full set of quarterly data reported for premises compliance across the SCC portfolio.

Key Risks

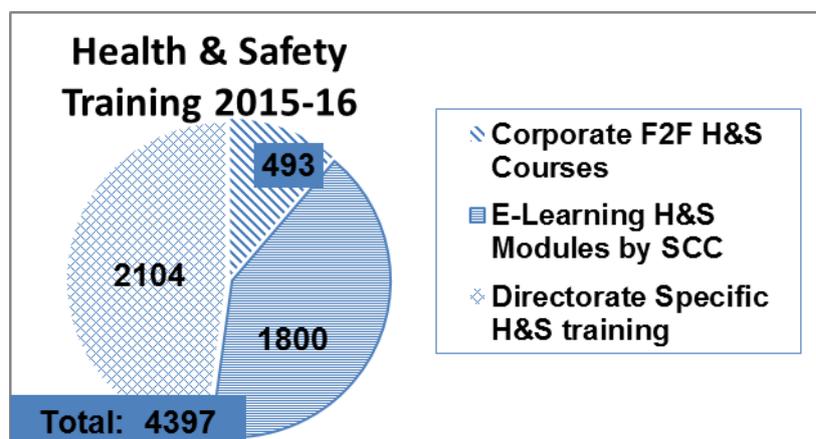
- 13. A growing proportion of the Council’s overall spending and activities are carried out by external contractors and are not in-house services, with over 2,000 contracts identified. To ensure that health and safety is built into the services the council delivers to the public, it is essential these activities are considered and that they retain the good levels of health and safety that are expected of a public service.
- 14. A process was devised by health and safety and procurement officers working together to help facilitate this and implementation has begun, but has taken longer than expected. This work is now the first action of the Procurement and Contract Management theme in the new SHAW Strategy 2016-19.
- 15. There has been good ongoing communication to manage road risk through the year which has included providing managers with an ‘aide memoire’ sheet for staff PDRs

which covered the need to check staff driving licences. Progress has also been made through the ongoing access of the E-learning Driving training module.

16. Corporate activity to reduce stress has been integrated into both the SCC People Strategy and general HR service offer over the last year. Examples of this include the new induction information which incorporates stress awareness tools; the Occupational Health contract has been more robustly managed which has impacted positively on their service provision and allocation of income from service credits to access further doctor time; the HR Advice Team continues to support cases which are stress related.
17. Analysis of the 'pulse' staff survey carried out in October 2015 shows that some aspects of working life which are related to emotional wellbeing and stress are improving. Resulting activity at both Directorate and pan-organisational level has been progressed which includes a renewed focus on wellbeing in staff engagement linked to refreshing the ASPIRE values and behaviours. There has been good alignment with activity in the WWfS strategy.
18. To improve how the Council manages lone working a new lone worker system is being procured which will be more appropriate, robust and effective than the current arrangements. Technology has advanced greatly since the current system was purchased over 9 years ago. The changes will be incorporated in the Personal Safety guidance being developed.
19. Progress is being made in the area of mobile/flexible working, which it is hoped will help to reduce instances of Musculoskeletal Disorders by supporting staff who work in a mobile way and are frequently on the move. This work is a part of the 'Smarter Ways of Working' programme and the guidance around using computers will be revised to reflect our mobile aspirations and ensure the correct use of appropriate IT.

Other areas of progress

20. There has been a good take up in H&S training courses with overall numbers similar to last year for our face to face (F2F) courses although the mix of courses has changed. Numbers completing the H&S E-Learning modules has declined this year which may reflect fewer promotions compared to last year. There is a need to keep promoting specific courses in the coming year.



21. The new Occupational Health contract has been in place for one year and this is the fifth year working with the same provider, Health Management Ltd. The new contract has led to more robust management which in turn has impacted positively on their service provision. The use of service credits has given a challenge to the provider in

- terms of the Service Level Agreements and as a consequence has meant that the allocation of income from the service credits has provided additional doctor/nurse time.
22. There has been an 8% decrease in the number of manager referrals this year although this fluctuates month on month.
 23. Other improvements in the contract arrangements have led to a 50% reduction in the number of appointments missed by staff. Due to ongoing communications there has also been a considerable improvement in the speed at which managers refer staff. These have all contributed to the overall improvement of the quality of the service provision.
 24. Over the years the number of incidents has been declining and this is mostly a reflection of the reduction in the size of the corporate and schools workforces along with a removal of higher risk areas such as care homes and highways.
 25. The number of RIDDOR incidents has decreased markedly this year which partly reflects an improvement in managing the reporting of such incidents for schools. These are incidents which are reportable to the Health and Safety Executive (HSE) under the Reporting of Injuries and Dangerous Occurrences Regulations (RIDDOR).
 26. This April has seen the launch of a new incident reporting system which has been embedded in the HR system – iTrent. This will allow managers to input and monitor incidents in their area and will provide services, directorates and the SHAW Board with a clearer picture of incidents giving the council more robust reporting arrangements. During the coming year the process will also be rolled out to appropriate schools.
 27. 2015/16 has seen an ongoing review of relevant H&S policies and associated topic guidance focusing on our six key risks. The Personal Safety policy is near completion along with its associated guidance. Other guidance reviewed is on risk assessment and asbestos management. The Stress policy and toolkit is under review along with guidance to support the Smarter Ways of Working activity. Also the Mental Health policy has been reviewed and a supporting toolkit produced.
 28. As confirmation of this ongoing hard work to continually improve safety, health and wellbeing, the council has won a Royal Society for the Prevention of Accidents (RoSPA) Occupational Health and Safety **Gold** award. The council has, for the last two years, received a **Silver** award.
 29. The submission must provide evidence of a good health and safety management system by answering key performance questions and supporting the answers with a concise portfolio of relevant documentation. RoSPA states that “Gold Award winners have achieved a very high level of performance, demonstrating well developed occupational health and safety management systems and culture, outstanding control of risk and very low levels of error, harm and loss”.

Progress - Working Well for Suffolk Annual Report 2015-16

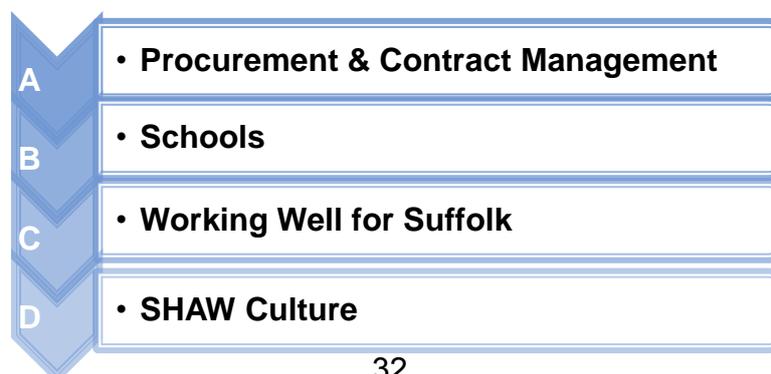
30. Working Well for Suffolk (WWfS) is a workplace wellbeing initiative for Suffolk County Council staff. Its aims are to:
 - create a healthy workplace that helps staff make healthy lifestyle choices and promotes a sense of wellbeing
 - provide the right level of support and guidance for staff if they need assistance as a result of illness, an enduring condition or injury

- offer organisational actions to prevent; workplace injury; negative impact to enduring conditions and illness and to meaningfully engage with staff
 - support physical and mental wellbeing
31. The initiative was launched in 2013 after consultation and development meetings with staff networks, union representative, human resources, elected members, senior officers and occupational health and was led by the Director of Public Health.
32. The Council recognises that the workplace is an important setting for health improvement and wishes to be an exemplar employer. It acknowledges that whilst there has been excellent work on stress and mental ill-health in the workplace, there is a need to bring this all together in the review of the Council’s ASPIRE framework to empower and support staff in their health and wellbeing.
33. There have been a range of activities and initiatives over the year and these included:
- Approximately 100 managers have attended the positive mental health workshops
 - Regular Mindfulness Practice sessions are now running at several locations in the county
 - The StepJockey Climb Everest Challenge was run at all corporate buildings
 - Improving the quality of food offered to staff; evidenced by the catering team of EATS at Endeavour House who were awarded the Gold standard Healthy Food award at the launch of the Suffolk Healthy Food Awards in Centre Parcs in January 2016
 - A Sugar Swaps campaign was run in 2016
 - Sixteen Safety and Wellbeing Champions have been recruited and trained in nine locations across the county and there is ongoing promotion to encourage more staff to be champions in their area.

The majority of actions on the WWfS implementation plan were green or amber by the 31st March 2016.

Priorities

34. This SHAW Annual report brings to a conclusion the H&S Strategy 2013-16 and the WWfS Strategy 2014-16.
35. In order to facilitate the review of the current H&S strategy (2013-16) and prepare a new one for 2016-19, the SHAW Board meeting in November 2015, including colleagues from the councils Health and Safety Advisers Group, spent time reviewing the Council’s current risks and progress against the current strategy to help determine the key themes for the next 3 years. The outcome was four themes shown below with each led by members of the SHAW Board.



36. A key change in the strategy is to incorporate the WWfS strategy into the new SHAW strategy as one of its four themes. This formerly embeds health and wellbeing at the heart of the council’s business.
37. These four corporate themes will build upon the work already undertaken in the past six years and provide a clear focus for the work of the SHAW Board in managing changes to the way it provides for safety, health and wellbeing across the council.

The SHAW Strategy 2016-19 overview

38. The Council is operating in a rapidly changing environment and consequently safety, health and wellbeing management, as with all aspects of the council’s operations, do not operate in isolation from this. It is affected by the current political and economic environment, the move towards devolution and divestment and the reduction in public spending. Achieving a safe working environment in this climate has to be dynamic, proactive and comprehensive, yet at the same time pragmatic. Health and safety must, therefore, be justifiable, appropriate, flexible, proportionate and commensurate with the risk. This strategy refocuses our SHAW arrangements to ensure they are effective in today’s environment where working with contractors and partners is the norm and where services are increasingly delivered with and through partner organisations. It also seeks to ensure that the on-going reductions in funding do not translate into shortcuts in safety, health and wellbeing.
39. This strategy will assist in the delivery of the council’s safety, health and wellbeing vision of *“Everyone home safe and well”* which the council holds as being applicable to our staff, contractors, service users, pupils and the public we serve.
40. In the context of the changing environment the Council needs to ensure that this strategy has impact, is effectively targeted and sufficiently flexible to meet changing demands. To support this, the strategy has two key strands:
- The four Corporate Themes: Each of these has objectives and activities which will be regularly monitored and reviewed by the relevant SHAW Board lead, and then formally at the SHAW Board
 - Directorate Risks: These are determined through each directorate SHAW steering group. The group is responsible for determining the greatest risks and for developing a clear action plan for managing and reviewing them.
41. The context and overall objective for each of the four themes is shown in the table below.

A	Procurement & Contract Management
<p><u>Context</u></p> <p>Approximately 70% of the council’s spend is external and there is still work to do to have assurance of good procurement and management of contracts from a SHAW perspective.</p> <p><u>Objective</u></p> <p>Demonstrating strong leadership from our most senior managers whilst creating accountability and ownership for SHAW amongst our staff, partners and contractors.</p>	

B	Schools
<p><u>Context</u></p> <p>The school relationship is rapidly changing as are the demands upon staff.</p> <p><u>Objective</u></p> <p>Strong assurance that schools are well managed from the SHAW perspective along with improved involvement and support.</p>	
C	Working Well for Suffolk
<p><u>Context</u></p> <p>A healthy and motivated workforce is essential to ensuring the organisation can deliver its services. There are benefits to the Council through improved attendance, less cover required, increased productivity, improved service delivery, fewer instances of work related ill-health, incidents and injuries and therefore fewer claims and potential prosecutions. These equate to a reduction in costs in the short and longer term, a reputation as a good employer to work for, resulting in higher retention and lower turnover of staff.</p> <p><u>Objective</u></p> <p>Recognised as a ‘good practice’ employer who invests in staff health and well-being and sees this as key to helping them enjoy healthier, happier and well balanced working lives.</p>	
D	SHAW Culture
<p><u>Context</u></p> <p>To be truly effective, safety, health and wellbeing has to be an everyday process and integral part of workplace culture. The behaviours and actions within an organisation influence the culture through attitudes and perceptions. Promoting safe behaviour at work is a critical part of the management of health and safety, as behaviour turns systems and procedures into reality.</p> <p><u>Objective</u></p> <p>For our staff to have a safe, healthy environment to work in, where they enjoy a good work-life balance and look after their general health and wellbeing and where good safety, health and wellbeing is an integral part of the councils business as usual.</p>	

42. The SHAW strategy includes a core set of performance measures which have been developed in the previous strategy cycle and which will continue to evolve during this next strategy cycle. These are reflective of the corporate top ten risks identified in 2015-16.
43. This provides a mechanism for monitoring the ongoing performance of our key corporate risks. The performance measures are grouped under ‘Business as usual’ in the annual action plan. The action plan also includes any outstanding actions from the previous year that require further work for completion.