

**HEALTH, SAFETY AND WELLBEING ANNUAL REPORT**  
2020-2021

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**EXECUTIVE SUMMARY 2020/2021**

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HSW Business plan 2020/2021  
 Corporate HSW Policy  
 Health and safety performance standards  
 Mandatory training / training matrix  
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HSW: Health, safety and wellbeing  
 TU: Trade Union

**DO**

HSW Steering Group - bimonthly  
 COVID Emergency Response  
 Wellbeing Pulse Surveys x 2  
 Self assessments: lone working, manual handling, training matrix  
 HAVS Audit – DAP  
 Monitoring mandatory training  
 Incident reporting standard 8 days  
 New PIC proposal  
 Review of asbestos management

HAV: Hand arm vibration  
 DAP: Devon Audit Partnership  
 PIC: Person in Control (of a building)

**ACT**

HSW Business Plan 2021/22  
 HSW Steering group to continue bi-monthly  
 COVID post roadmap recovery  
 Asbestos Management Compliance  
 Work towards Gold Wellbeing@Work Award  
 Recruit up to 35 more champions  
 Flu clinics (450 employees)  
 Zero Tolerance Campaign to violence and aggression (including review of training)  
 Implement PVP process  
 Maintain HSW mandatory compliance  
 20% target for near miss reporting  
 Decrease incident reporting standard from 8 to 6 days  
 Implement standards for completion of incident investigations  
 Implement incident closure process  
 Roll out SHE Assure digital HSW Management system

PVP: Potentially Violent persons

**CHECK**

HSW Steering group – evidence of contribution to strategic and operational risk management  
 Contemporaneous COVID generic RA, SSOW and TBT over 15 months, implemented at local level  
 COVID site surveys and monitoring across the PCC estate  
 Asbestos Management Business case approved and in flight  
 Bronze and Silver Wellbeing@Work Awards achieved  
 Improved wellbeing offer as a result of surveys  
 25 Wellbeing Champions  
 450 flu vaccinations / 11 clinics  
 No HSE / DFRS Enforcement actions  
 4 RIDDOR reportable COVID cases  
 96% compliance with HSW mandatory training  
 3% increase in near miss reporting  
 8% increase in Lost Time Incidents  
 80% of incidents reported in 8 days  
 Highest reported incidents: unintentional violence, verbal violence

RA: Risk Assessment  
 SSOW: Safe System of Work  
 TBT: Tool Box Talk

## EXECUTIVE SUMMARY

This report is a statement of Plymouth City Council's occupational health, safety and wellbeing (HSW) performance to the end of the financial year 2020-21, with any relevant updates included to the date of writing the report. It also includes our improvement plan for 2021-22.

The Health Safety and Wellbeing of the Council's employees continues to be an integral part of the People Strategy which can be viewed [here](#)

## GOVERNANCE AND ACCOUNTABILITY

Accountability for our duty of care to our employees under the health and Safety at Work Act etc. 1974 and the Management of Health and Safety at Work Regulations 1999 sits with the Chief Executive Officer of the Council. Arrangements describing how this accountability is discharged are outlined in our Corporate Policy and Corporate HSW Management arrangements, describing a systems leadership approach, with roles and responsibilities dispersed throughout the organisation.

The Executive Lead for HSW is the Strategic Director for Customer and Corporate Services. The Chair of the Health, Safety and Wellbeing (HSW) Steering Group is the Service Director for HROD, who reports to the Executive Lead for HSW. The Service Director for HROD holds HSW within their Department. The Council's Portfolio Holder for HSW is Councillor John Riley

The HSW Steering Group has continued to drive the HSW improvement agenda forward as much as possible, however the changing requirements of the COVID pandemic response has meant that some aspects of the business plan for 2020-21 have not been delivered and will be carried forward to 2021-22.

It had not been possible to implement SHE Assure as our incident reporting system due to issues commercial and in confidence; these issues have now been resolved and the system is now live. Currently the HSW Team is entering data to test the system, and licence holders have been identified. Once licences have been issued and workflows are configured, the system will be rolled out as originally designed.

## ENFORCEMENT ACTIVITY

### Control of exposure to vibration

At the time of writing this report, the council awaits the HSE decision as to whether they will seek to prosecute following their intervention in 2017-2019. In April 2021 an HSE Visitor took victim personal statements from those employees who had been diagnosed with either hand arm vibration syndrome or carpal tunnel syndrome. No further contact has been made.

No additional HSE enforcement action has been taken against the Council in 2020-21

## IMPROVEMENT PLAN DELIVERY

### AUDIT AND RISK

#### HSG65 – HSW Management audit

The planned audit programme to assess the council's compliance against HSG65 (HSE best practice HSW Management) was put on hold due to services needing to focus on COVID-19 controls and adjusted ways of service delivery. This will be resumed as COVID restrictions are lifted and services resume normal operations and resources allow.

## **Hand arm vibration**

Devon Audit Partnership was commissioned to undertake a repeat audit of the council's arrangements for the management of control of exposure to vibration. The audit recommended a number of improvement actions which have now been delivered.

## **Risk Summits**

No risk summits were required during 2020-21

## **COVID – 19**

The health, safety and wellbeing of the council's employees has been at the heart of the COVID-19 pandemic response with close working between Public Health, Health Protection and HSW to ensure all infection control standards were implemented and effective. Clear leadership was provided by the emergency operations centre (EOC) and the corporate emergency management team (CEMT), with the Service Director for HROD leading safe systems of work.

Generic COVID-19 risk assessments, safe systems of work and tool box talks have been provided for adaptation at Service level and these have been reviewed and updated at every change in Government Guidelines.

Site surveys were undertaken of all our buildings to ensure that each environment was adapted to be COVID-19 secure; video's and descriptions were posted on the staff intranet to make sure employees knew what to expect if they needed to access our buildings. Site surveys of all our maintained and controlled schools were also undertaken periodically in support of Head Teachers and school staff maintaining COVID secure environments under challenging conditions.

Employees have been strongly encouraged to accept COVID-19 vaccine when offered and to undertake asymptomatic testing on a twice weekly basis if working outside of their home. These messages were re-emphasised at the point the county began to follow the Government's roadmap out of lockdown in 2021, including employees working from home who have been able to incrementally increase their social contacts.

## **WELLBEING**

The council's wellbeing offer has been recognised a 'gold standard' by Livewell South West who oversee the Wellbeing at Work Awards, and are seeking to replicate our model of wellbeing champions across the City. Having achieved the bronze award for Wellbeing at Work, at the time of writing this report we have also achieved two out of the three standards towards the silver award, six months ahead of schedule.

In 2019-20, one of the council's wellbeing champions received the Wellbeing Champion of the year award in the City, and in 2020-21 two Wellbeing Champions have been nominated for the same award and we await the outcome.

Wellbeing has been at the top of the COVID-19 agenda, and as various challenges have arisen our offer has expanded in response. For example, when employees told us they were finding it difficult to switch off at night, we implemented some digital detox and mindfulness sessions which were well received – these sessions continue to be run on demand.

Wellbeing Champions have worked within and across service areas to support local initiatives and to share information on virtual mental health and wellbeing services available in the city.

CEMT took decisions to enable more flexible working, for example pausing core hours and limitations on flex accrual, which enabled employees to balance their work and life commitments; this was particularly helpful for employees with school age children during lockdown periods.

Two wellbeing pulse surveys were run during 2020 (April and December), both resulting in immediate actions being taken to support employees working from home and at the front line as appropriate; more detail is contained within the main body of the report.

There has been a sustained focus on making sure that employees working from home are able to work safely with the correct display screen equipment (DSE) and over 1,000 items of equipment were either collected or delivered to employees at home for this purpose. Over 110 workplace assessments have been undertaken virtually, ensuring that employees with more specialist needs have been supplied with the equipment they need; in some circumstances this has resulted in a further referral for ergonomic assessment from the physio service of our Occupational Health Provider, Medigold, or to Access to Work.

## TRAINING

The majority of the HSW training courses have been suspended during 2020-21 due to the extenuating circumstances employees have been working under. However, any courses delivered by e-learning have continued, along with three critical courses including:

- HSW Induction
- Managers Introduction to HSW at the council
- IOSH Managing Safely
- Wellbeing and Resilience Risk Assessment
- Conflict resolution

Compliance with HSW mandatory training has continued to be included in the balanced scorecard, and published monthly. At the time of writing the report compliance levels have reached 94 per cent and above as follows:

HSW Induction	94%
Introduction to HSW management	97.9%
IOSH Managing Safely	97.2%

A self-assessment audit was undertaken at the direction of the HSW Steering group, to provide assurance that each service area has a current training matrix. This tool systematically identifies the training required by each post and that the post holder has received it. The returns demonstrated that these are in place, with updating required in some areas; a full audit will be included in the forthcoming audit programme.

## INCIDENT REPORTING AND LEARNING

Information continues to be published monthly for each directorate on a rolling 18 month period; this report gives us an account of incidents:

- For the rolling 18 months to 31 March 2020
- A comparison of Accident and Incident Rates over the last 5 years

The Council has reported 29 RIDDORS in the last 18 months; 62 per cent of which have been lost time incidents. These are mainly in our Place directorate where the majority of front line, manual work takes place..

There has been a positive increase in the number of near miss reports received from 11.65 per cent in 2019-20 to 14.26 per cent in 2020-21 and these are ranked the second highest reason for reporting. However, all areas of The Council should continue to encourage near miss reporting, with an aim of 50 per cent overall. The HSW Steering Group agreed a stretch target of 20 per cent to be implemented in 2021-22; this would be a marker of a positive reporting and learning culture and support the decrease of lost time incidents and RIDDORS.

Lost time incidents (LTI) have risen from only 3-4 per cent in 2019-20 to 11.91 per cent of the total number of incidents reported in 2020-21; however these represent 27 per cent of RIDDORS, due to resulting in over seven day absences (significant downward trend from 2018-19. The top five reasons are:

- Slips and trips
- Manual handling
- Road Traffic Accident
- Hit by a falling object
- Hit by a moving object

In general UV and verbal violence (VV) stay ranked as the top and third reasons for reporting respectively; however less than ten UV have resulted in a LTI and less than five per cent due to VV. This said, UV and VV remain a high concern for Senior Leaders, Managers, Employees and TU health and safety representatives due to their impact on the wellbeing and resilience of employees. As reported in previous Annual Reports UV typically occurs in services where customers do not have control over their behaviours; individual risk assessments are undertaken and reviewed regularly to support workers manage the predictable as far as possible. Protocols are in place to support employees managing VV, which typically occurs in our Customer Services and Community Connections Service, and are subject to regular review.

The Council has a generous eight day reporting standard to enable us to comply with RIDDOR regulations as required. Serious incidents continue to be escalated in real time to ensure remedial actions are put in place in a timely fashion. Over 80 per cent of incidents are reported within this timeframe, with the highest achievement of 97.9 per cent being achieved in September 2020. In July 2021 this KPI will be reduced to 6 days in readiness for the launch of SHE Assure, and in addition leading KPI's will be initiated to ensure investigations are also conducted in a timely way and closed appropriately.

## **DELIVERY IN 2020-21**

### **GOVERNANCE AND ACCOUNTABILITY**

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their Department. Following the Local Elections held in May 2021, The Council's Portfolio Holder for HSW is now Councillor Riley

The HSW Steering Group met bi-monthly during 2020-21, to maintain the momentum of HSW improvements during the COVID pandemic. The following provides an overview of the group's work:

### **June 2020**

The first meeting of the HSW Steering Group in 2020 took place in June due to the need in April and May to focus on embedding the emergency arrangements required to respond to the COVID pandemic.

It was agreed at the meeting that the HSW Steering Group would continue to focus on the HSW Improvement plan and 'BAU' assurance, whilst the COVID response would sit with the council's emergency planning arrangements

### **August 2020**

The annual report for 2019-20 was signed off by the group. New KPI's were agreed for 2021-22:

- 6 day reporting standard
- 20% stretch target for near miss reporting
- Implementation of a new incident closure process, including standards for completing investigations and closure

A new proposal for Persons in Control of buildings was presented by the Facilities Manager and agreed by the group to ensure greater clarity between responsibilities at strategic, tactical and operational level

### **October 2020**

The group received an update on the work of the Place HSW Board and outstanding actions; it was agreed that the Board would continue to drive the action plan with periodic oversight of the HSW Steering group.

A wellbeing report was tabled and the Chair noted the exemplary wellbeing offer available to employees.

The Head of HSW Assurance presented a proposal for the management of Potentially Violent Persons. The discussion was joined by Lead Reps from Untie and GMB and well received. It was agreed that the process would be owned by HSW Assurance and a further meeting set up to discuss the finer details; this follow up meeting has not yet happened due to the pressures of COVID-19.

### **December 2020 – meeting cancelled due to COVID priorities**

### **March 2021**

A presentation of the HSW Operational Risk entries was given by Head of HSW Assurance. The paper had been redesigned to demonstrate the added value the HSW Steering Group provides in the monitoring and oversight of HSW risk and was well received. It was agreed that five risks needed to be reviewed to ensure the risk descriptors clearly state the impact on the HSW of employees or people effected by our operations.



## **ENFORCEMENT ACTIVITY**

### **Control of exposure to vibration**

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### **COVID-19: Social distancing at Chelson Meadow**

Following a complaint from a member of the public an HSE Inspector requested evidence of the council's COVID controls for our recycling site at Chelson Meadow. All evidence was provided and the matter was closed without further HSE intervention.

### **School's monitoring visits**

The HSE undertook visits to three of our Controlled Schools to assess the effectiveness of their COVID controls. All received positive feedback in relation to their risk assessment, controls and support to staff and pupils.

## **RISK SUMMITS**

There have been no risk summits initiated during 2020-21

## **COVID-19**

The introduction of a national lockdown on 23 March 2020 due to Covid-19 pandemic had a major effect on the activities of the Council, the services it provides and to its employees.

Essential services continued to operate with the ongoing safety of employees and the public being carefully risk assessed and put into place with clear safe systems of work, toolbox talks and provision of PPE according to the Council's PPE policy. These documents continued to be reviewed and updated as government advice developed. At this point some 85 per cent of employees were working from home.

At the point that Government Guidance indicated employees could work from offices in COVID secure workplaces, all PCC buildings were surveyed to determine occupancy rates based on social distancing requirements, ventilation etc. One way systems were introduced, signage produced and hand sanitiser etc. provided. Alterations were made to ensure buildings were Covid-19 secure.

A remobilisation process was initiated, requiring services to demonstrate their COVID secure arrangements before employees were able to resume their work activities.

Daily meetings with lead Health and Safety Trade Union Representatives were instigated, led by the Service Director for HROD and attended by the HROD Management Team as appropriate. These were mutually beneficial in being able to address any concerns that were being flagged by employees at an early stage.

COVID-19 communications were initiated on the Council's staff room to ensure that all employees had access to contemporary information, as well as printed versions and briefings for front employees.

## Covid-19 Information and Guidance

This page contains links to the the latest Covid-19 news updates from PCC, FAQs, guidance on looking after your wellbeing and other useful links. These pages will be updated regularly so please check back for the latest information.



The HSW Assurance Team continually adapted to ensure changes in government advice were effectively communicated throughout the council in an effective and timely manner, alongside critical HR and OD information.

### Site Surveys and monitoring

As part of the Council's Silver Command response to the COVID-19 pandemic, a Safe System of Work Readiness Group was formed comprising of the HSW Assurance Team and Hard/Soft FM Teams led by a Programme Manager.

One of the key activities of the group was to survey every PCC site and produce a report with HSW/FM recommendations to ensure each building is being managed in a COVID safe environment and compliant with Government COVID Guidelines.

Following on from the surveys, a programme of works was commissioned by the FM Hard and Soft Teams to ensure the recommendations were carried out e.g. installation of screens, enhanced cleaning regimes. A daily monitoring log was initiated, and Person's in Control have actively monitored that the controls in place are adhered to by any employees using our buildings for business or wellbeing needs.

Successive government COVID-19 guidance changes have then been reviewed by service areas and their Safe Systems of Work reviewed and amended accordingly.

### Vaccination

All employees of the council have been strongly encouraged to accept COVID vaccination when offered, and Service Managers facilitated social care employees to access this at an early opportunity,

according to the Government prioritisation process. Whilst employees have not been asked to confirm their vaccine status, it is thought that uptake has been generally very high.

## **COVID testing**

Symptomatic testing has been made available to employees as per Government Guidelines, and over the course of the year the Council has had only one work based outbreak affecting a small number of employees. Prompt infection control action was taken by the Service to prevent further transmission and the incidents were reported under RIDDOR to the HSE with no further action following.

Social care employees were invited to take part in Government led initiatives for regular symptomatic testing, and laterally asymptomatic testing using lateral flow testing device kits. This was effective in the early identification of employees with COVID-19 and self-isolation prevented any onward workplace transmission.

Lateral flow device testing was then introduced for employees using key locations, and employees were strongly encouraged to use these facilities if working outside of their home.

The HSW Assurance Team supported the implementation of a mobile testing unit for public use throughout the city and a temporary facility in Plymouth City Centre.

## **WELLBEING**

This year the council has adapted all of its wellbeing resources in relation to the pandemic into a virtual format. The impact of COVID19 has seen common themes across the organisation of employees challenged by the dynamics of working from home. The Council continues to prioritise and adapt its response to our employees ensuring the wellbeing offer is relevant and responsive. The current offer has doubled since COVID19 and we were proud to achieve our Bronze Standard of Wellbeing at Work award during a challenging time.

Our continued efforts will see us completing the Silver Award this year. Our standard of wellbeing offer has been referred to as a “gold standard” and Livewell would now like to use our process of capturing and reporting our wellbeing interventions as a template for other organisations across the city.

The positive impact of COVID19 and moving to a digital way of working enabled us to network across the city easier and quicker with a larger range of organisations.

Here are a few of the example additional network connections Plymouth City Council have made during this time in relation to supporting our employees;

- Able Futures - providing additional mental health coaching for our employees funded by DWP.
- St Luke's - providing us with Compassionate friends training and ongoing support to work towards our organisation becoming Compassionate friendly.
- Nuffield Health – who have also offered a range of supportive information for all of our employees around physical health, long term pain and a COVID19 rehabilitation programme.
- Money and Pension Service – who have facilitated and supported our employees with financial wellbeing.
- Livewell Southwest – continued engagement and wellbeing forums for support and training for our employees including Bereavement training.
- Babcock – seeking support and advice around our offer we give our employees and being equally one of the main employers in the city.

## Working from home

With the majority of our workforce moving to working from home, the council has had to respond appropriately to meet various challenges of a home environment. This has included:

- Managers reviewing deadlines to potentially re-order any priorities where appropriate.
- Removal of core hours for staff and enabling them to work their hours around home demands where possible.
- Encouragement to be mindful around booking virtual meetings back to back and also a desk booking system for those staff that need an alternative safe working space.
- Support for home schooling

## Display Screen Equipment, Ergonomics, Wellbeing and Working from home

The Council responded to employees working from home by seeking to stabilise home working environments in support of musculoskeletal health. This was achieved by producing a revised homeworkers checklist for staff, digital detox workshops, a parent support group (for those who were home schooling), virtual assessments and well as information on digital wellbeing, in conjunction with various new resources to promote good mental health

Facilities Management facilitated equipment that was redundant in offices to be issued to staff. This included, screens, keyboards, mice, desks and any specialist equipment that staff may have already had in the office

Where issues arose that could not be resolved with the individual, line manager and DSE assessor, a virtual workplace assessment was undertaken to determine the best course of action, which has led to the provision of specialist equipment, referrals to Access to Work, our occupational health provider for a full ergonomic assessment, as well as identifying dyslexia issues. Almost 110 staff members have gone through the virtual assessment process, as well as supporting DSE assessors and managers to reduce discomfort.

## WELLBEING PULSE SURVEYS

Employee wellbeing during the pandemic has been uppermost on the minds of CMT, SLT, Team Plymouth and all other Managers; Councillors have frequently sought assurance about the Council's wellbeing offer.

Two wellbeing pulse surveys have been run with common themes and some nuanced questions depending on whether the employee was working from home or at the front line. The first was in April 2020 and the second in December 2020.

The focus for front line workers was on safe systems of work, infection control (including access to PPE) and support from managers; the focus for employees working from home was on Effectiveness and Performance, data protection and confidentiality, impact on environment, personal impact and wellbeing and support from colleagues and managers.

After the first survey some thousand separate items of display screen equipment were either collected or delivered to people's homes, including chairs, monitors, footrests, keyboards and more specialist equipment where required

Home workers guidance was updated and managers were reminded to ensure that everyone working remotely had completed a DSE self-assessment and home workers assessment.

Other actions included:

- Addressing technical challenges arising from working from home by the roll out of Microsoft Teams
- The Council's technical support provider, Delt, implemented live chat for instant access tech support
- A new risk assessment was undertaken for employees sharing vehicles to meet essential business needs, concluding that fluid resistant surgical masks should be worn and this was implemented as part of safe systems of work
- Tool box talks on donning and doffing PPE safely were delivered
- The process for requesting and supplying PPE internally was reviewed and improved
- Video Guides to the Council's main buildings were put on the intranet so that employees would know what to expect when they visited
- A pocket guide including key COVID control information was produced for employees without PC access

The second wellbeing pulse survey was opened before Christmas with an initial closing date of 18 December. The survey was made available to all employees, either on-line from staff room, by using a QR code from posters available at community venues, or by paper copy.

As of the date of this report 797 responses have been received of which:

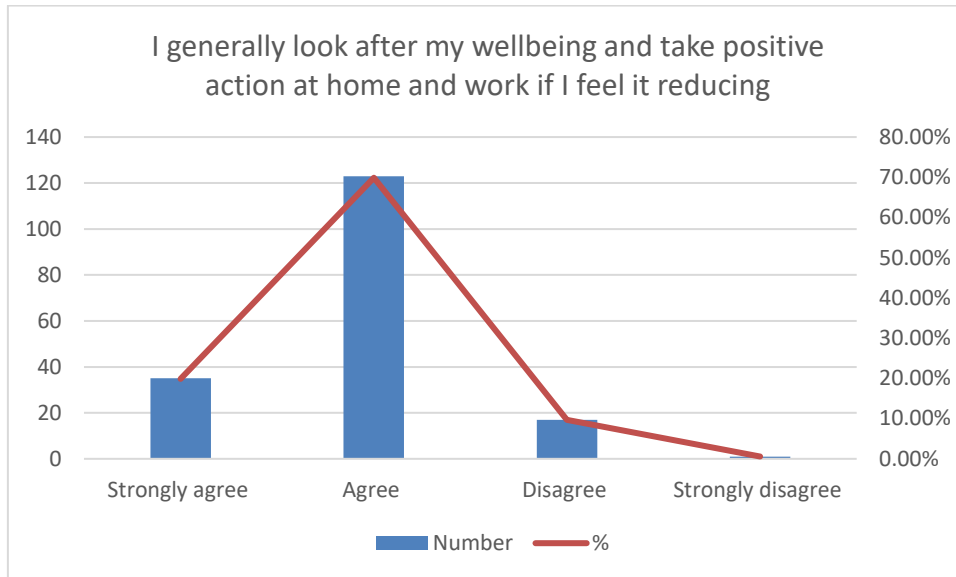
- 621 WFH
- 62 Access to staffroom via mobile device
- 112 Non-PC users

This is a reduction in return from the last wellbeing pulse survey run in May 2020, where 920 returns were received; but a small increase of 13 returns from community facing colleagues.

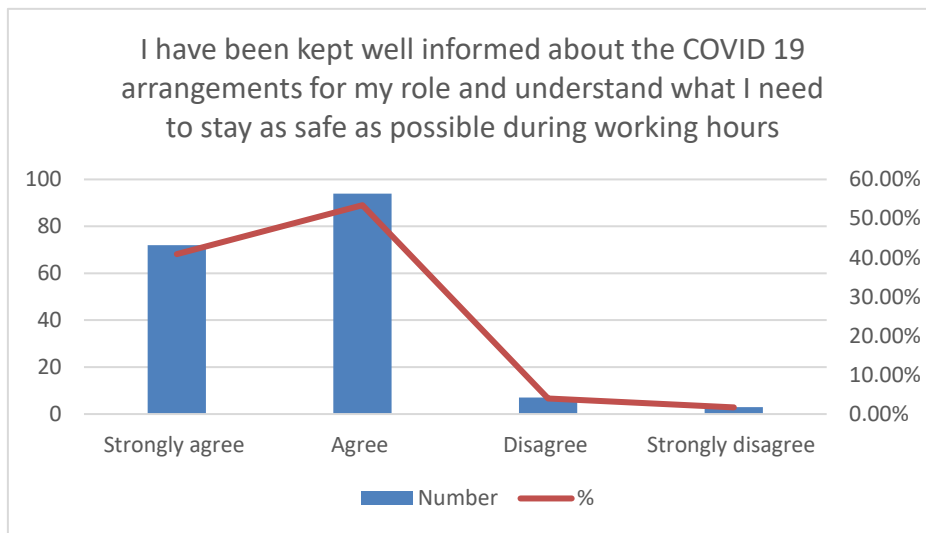
The survey differed from the first one to reflect the prolonged pandemic environment the council was working in and priorities for wellbeing and resilience. It comprised a core set of 14 questions in relation to employee wellbeing and access to the wellbeing offer. There were then two supplementary sets of 6 questions which were answered depending on whether a person worked from home (experience of remote working and provision of DSE equipment), or in a community facing role (experience of remote working in a community facing role / infection control standards)

Whilst the results overall were positive, work has been taking place to ensure that employees who had extenuating circumstances at home impacting on their ability to work safely and effectively, are being addressed through individual risk assessments and adjustments. A booking system was instigated for our main buildings and where employees have particular wellbeing needs that can be met through periodic working in an office, this has been facilitated.

The majority of respondents reported that they were self-directed in terms of looking after their wellbeing.



The Majority of respondents felt well informed in relation to COVID secure working.



The questions covered a broad range of wellbeing aspects and as a result of the responses the following actions were taken:

- A screen saver for PAM Assist has been on constant rotation to remind people of their offer
- In response to around 25 per cent of respondents across all Directorates reporting they are not able to switch off from work and take time for rest additional signposting was activated on the COVID wellbeing pages and sessions for digital detox and mindfulness were offered. Also, small hints that make a big impact such as starting and ending the day with a 20 minute walk around the block ‘as if’ you are going and returning to work, make a big difference.
- With the exception of ODPH there are around 25 per cent of respondents who have not found changes to their workload manageable. In ODPH this increases to just under 60 per cent which is likely to be due to the key role the department is playing in our COVID response for The City. Managers were asked to check in with their team members on a 1:1 basis to provide support and adjustments to workloads where possible; ensuring flexi time and annual leave is accommodated to give people adequate rest and recovery time

- 34 per cent of respondents WFH have reported they are not able to look after their physical health, and various initiatives and support were signposted for this. In February 2021 the Council took part in Active Devon's 'let's walk' campaign.
- 22 per cent of respondents WFH were still in need of equipment to enable them to work effectively from home for an extended period. Anyone who does not have what they need was encouraged to discuss this with their manager and arrange for any more complex needs to be raised in the first instance with [healthandsafety@plymouth.gov.uk](mailto:healthandsafety@plymouth.gov.uk)
- 11 per cent of respondents identified themselves as not self-directed in terms of their wellbeing and resilience, and unable to take positive action if they feel it reducing. Anyone who was in this group was encouraged to discuss their needs this with someone (their manager, TU, wellbeing champion or HR) and seek support to prevent any deterioration in wellbeing
- There were around 20 per cent of respondents who did not feel connected with their team or Manager working from home. As part of the People Strategy each Service Area / Department was required to develop a wellbeing charter to which everyone should have an opportunity to contribute and agree tangible actions to ensure inclusivity and connection
- The number of returns from workers without PC access was too small to draw any meaningful conclusions from the survey. The highest return was from the Directorate of Children's Services and the vast majority of workers agreed or strongly agreed to all questions. Just under 8 per cent of workers reported in DCS that they did not have the right PPE for their role and that the standards of infection control was not good. And just over 5 per cent felt they did not know how to raise this with their Manager
- Managers across all services were asked to check with all workers that they have access to the correct PPE for their role, as a precautionary measure to ensure this was not a representative view, also to ensure that all front line workers have received the most up to date TBT for lockdown and names are recorded for retention and retrieval as may be required.

## **PAM ASSIST – EMPLOYEE ASSISTANCE PROGRAMME**

Our Employee Assistance programme has seen an increase in request for support during the last year with 571 interventions provided and 982 hits on the website (53 per cent of this activity was navigation only) seeking additional information. Mental Health needs was the highest category of interventions (185 cases). There were a number of red flag cases where PAM assist assessed may be in danger of taking their own life. If perceived immediate danger, the Counsellor sends for the emergency services and contacts the GP. Anyone found to be in this condition would immediately speak with a counsellor for in the moment support. All of this is kept confidential unless there was a threat of harm to anyone at work then PAM assist would contact the HR Team.

### **Access to counselling**

Access to counselling is a fully confidential service offered to all employees for work or personal matters; each employee is able to access up to six sessions and the impact is measured using two validated depression scores pre and post the six sessions.

The scores for 2021-21 demonstrate that improvement is universal, with 41 per cent of employees showing high improvement in their mental health and 59 per cent showing improvement.

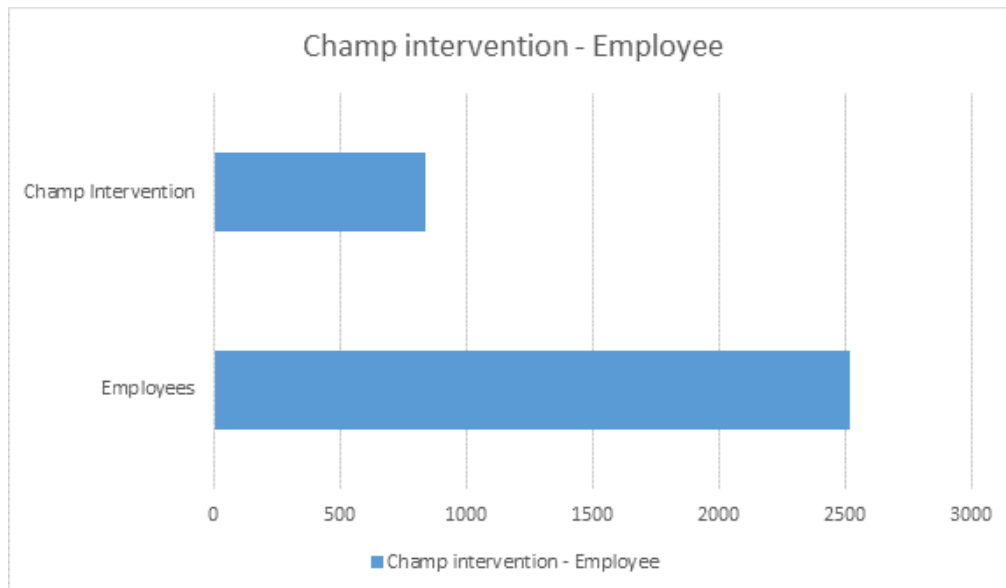
Counselling has been provided by telephone during the COVID pandemic.

### **Wellbeing Champions**

The start of the year saw us begin with 22 wellbeing champions as we had several employees redeployed during the pandemic relinquish their wellbeing champion role. Through positive recruitment we now have 35 active wellbeing champions and a rolling recruitment. During the past

year one of our Wellbeing Champions won the Wellbeing Champion of the year for 2020 and two of our Champions were nominated for Wellbeing Champion of the year for 2021. Common themes that our Champions are supporting the organisation with are loneliness, work load pressure, and lack of social interaction, all of which have been addressed appropriately through Teams channels, campaigns and signposting. The collection of Wellbeing Champion data shows an average of around 70 interventions a month.

Some of our wellbeing champions were able to attend the virtual wellbeing forum hosted by Livewell Southwest where our organisation shared our presentation about Wellbeing in a Local Authority with positive feedback and new network connections formed.



### Wellbeing and resilience training

Our training offer for our Wellbeing and Resilience Risk Assessment sessions has increased enabling more Managers and Team Leaders the knowledge around how best to support any staff who have been absent from work for any reason. This training is also a preventive measure for our teams across the organisation strategically looking at how we can intervene or support teams who may be under pressure due to work demands during this time. Alongside the additional virtual training offered we have reviewed and increase our E-Learning offer for all of our staff.

### Flu programme 2020-21

In the light of COVID-19 the Council's target of supporting vaccination of 15 per cent of our employees was exceeded by 3 per cent. Ten half day clinics were held across five different sites in the City to enable employees to access. Clinics were provided by Well Pharmacy and held in COVID-19 secure environments and saw 450 employees vaccinated.

As with previous years the initial focus was on our frontline workers who are either at greater risk of catching the flu or at risk infecting high risk clients if they catch it. These were;

- Education, Participation and Skills
- Children, Young People and Families
- Street Services
- Customer Services and Service Centre
- Community Connections



- Bereavement Services

The NHS had expanded their free offer to include the following people;

- Adults 65 and over
- People with certain medical conditions (including children in at-risk groups from 6 months of age)
- Pregnant women
- Children aged 2 and 3 on 31 August 2019
- Children in primary school
- Are living in a long-stay residential care home or another long-stay care facility
- Receive a carer's allowance, or you're the main carer for an elderly or disabled person whose welfare may be at risk if you fall ill
- People over 50 years (phase two Nov / Dec)

Following the clinics the council opened up a re-imbusement offer of ten pounds toward the cost of a privately purchased flu vaccination; this offer was only taken by the minimum of employees.

## TRAINING

In the early stages of the COVID-19 pandemic all courses between March and August were cancelled and during this period the trainers looked at how courses could be adapted for on-line delivery via Microsoft Teams.

From September onwards three essential courses were resumed: managers Introduction to HSW, Wellbeing and Resilience Risk Assessment and Conflict Resolution (violence and aggression). For the courses that were not run support has been available on a bespoke basis from HSW Assurance Specialists if requested.

All employees have been encouraged to complete any available eLearning modules relating to the course subject as a refresher e.g. First Aid

With a constant state of change, training arrangements are being reviewed on a regular basis taking into account the risk of the pandemic and the risk to employees.

## HSW TRAINING MATRIX

As part of the Council's HSW management arrangements, each service is required to have a training matrix which clearly identifies HSW training needs for each post according to their work activities.

Following a serious incident, the HSW Steering Group agreed to undertake a self-assessment of arrangements for health and safety training. The assessment was focussed on compliance with HSG65 and the need to have training matrix in place that identified the HSW training requirements for each role.

With the exception of one, each directorate provided a return in their quarter four report and the answers are summarised below

### **What level are the training matrix held?**

The general response is that the matrixes are held at either team or department level.

**Is there an identified person / person responsible for maintaining it / them at the identified level?**

All departments have an identified person to maintain the training matrix.

**Does it / they include mandatory and essential training?**

Most departments have mandatory and essential training with one reporting that an update is required.

**Is every employee accounted for?**

Mixed response with most having every employee accounted for but some needing to update the matrix.

**Is the matrix up to date?**

A few of the matrixes required to be updated, this may be partially due to the delay in the learning and development CoreHR module going live

**If the HSE called tomorrow would you be able to retrieve training records for individual employees?**

All replied that they would be able to retrieve training records.

**Do you utilise Core HR for any training records?**

The training part of CoreHR isn't available to staff

The HSW audit programme due to commence what COVID restrictions are lifter, services return to normal operations and resources allow, will prove the evidence needed to substantiate the returns.

## **HSW MANDATORY TRAINING**

The Council recognises that achieving compliance with mandatory training is fundamental to achieving a pro-active approach to health, safety and wellbeing, and raising the general ability of employees at all levels to make informed decisions on the management and escalation of risk. Performance data is published on a monthly basis to support service areas to achieve compliance.

A focus on compliance with mandatory training has continued through-out the year for all three courses, with a high focus around IOSH managing safely.

As of February 2021 managers are no longer required to complete the standard Health, Safety and Wellbeing @ the Council course as the Health, Safety and Wellbeing for Management has been updated to include this information, making it simpler for managers.

### **All staff induction**

As of 31 March, 94% compliance with our basic induction programme has been achieved; this is a 1.8% increase from last year. At the time of writing this report the compliance sits at 94%. This course should be completed in the first week of starting employment with the Council.

### **Health, Safety and Wellbeing for Management**

The approach to Health, Safety and Wellbeing for Management that was adopted during 2018 to boost compliance, has continued to prove successful. By March 2021 we have seen an increase of 6% from last year to 97.7% completing the course. This has risen by a further 0.2%, to 97.9% at the time of writing the report.

There are two elements to this course, an eLearning module and a workshop. Both are needed in order to fully complete the course. 110% compliance was achieved in workshop attendance by 31

March 2021 and has been maintained to date. However 2.1% haven't completed the eLearning module bringing the full compliance down to 97.9%.

This course should be completed within three months of a new manager starting with the Council.

This does not include people who do not have access to on-line learning and we are working towards reporting on people who receive taught induction training.

### **IOSH Managing Safely / Safely for Executives and Directors**

International Workplace is the council's current provider for IOSH Managing Safely and IOSH for Senior Executives and Directors via eLearning, to allow flexibility in completing the course. At year end compliance stood at 94.5% an increase of 17.2%, and at the time of writing the report is 97.2%. This course should be completed within 3 months of a Senior Leader starting with the Council and is subject to re-certification every 3 years.

Below is a table comparing compliance throughout the year:

Type	31 March 2019	31 Oct 2019	31 March 2020	30 June 2020	31 March 2021	31 May 2021
<b>Induction</b>	81%	89%	93%	92%	94%	94%
<b>Managers Induction</b>	37%	93%	89%	93%	97.7%	97.9%
<b>IOSH Managing Safely</b>	33.8%	67%	77%	78%	94.5%	97.2%

## **ESSENTIAL TRAINING**

In September 2020 the council's employee management system changed from iTrent to CoreHR, however the learning and development module was not included in the first phase of the move. This has resulted in the inability to book and track completion of courses and necessitated a temporary manual system being implemented

Taking this into account, as well as the limited number of courses that have run this year, means that some of the data that would normally be presented is unavailable.

Three courses are currently commissioned externally: First Aid, Conflict Resolution, and IOSH, and there are a number of HSW associated eLearning packages available on learning zone.

## **FEEDBACK**

Participants are encouraged to provide feedback on the courses attended, however response rates remain low. With the Teams chat facility, most delegates add a thank you or say that the session has been helpful or interesting. Occasionally a follow up email is sent with additional feedback.

### **Conflict Resolution**

*"I want to share how much I really enjoyed today's training session. Since being with the council I can honestly say that I feel like that was the most enjoyable and informative training I have received. I feel like the gentleman Sam who conducted the training was excellent. Even though the training went on for 3 hours, I do not have feel I went into information overload as it was delivered in such a way that kept us completely interacted throughout and he explained everything in a way that was very direct and understandable. Most of all I feel like I have learnt a lot and based on the knowledge I have gained because of the information Sam*

*shared and I feel a lot more confident and knowledgeable in situations that we could quite possibly come across in our day to day roles. Massive thanks to Sam and you for providing us with that training”*

## **AUDIT AND RISK**

### **Audit Programme**

The audit programme was due to launch in March 2020 but was paused due to the COVID-19 pandemic; it is proposed to re-launch the programme circa September 2021 utilising the recently introduced SHE Assure eSystem.

The key purpose of the programme will be to provide assurance of compliance to the Council's HSW Management System, based and prioritised on:

- Higher risk service areas – based on risk profiles
- Self-Assessments – analysis presented to HSW Steering Group
- Declarations – signed by department Service Directors
- 2013/14 audits.

The programme will be based on the HSE's HSG65 model of Plan, Do, Check and Act rather than ISO45001. A decision was made not to base the audit programme on ISO 45001 due to resource constraints. Introduction of ISO45001 will now be added to Phase 2 of the Workplace Modernisation Programme.

### **Hand Arm Vibration Management**

Devon Audit Partnership carried out an audit in October 2019 with regards to the management of hand arm vibration. The audit identified eight areas of high risk. In the formal audit response of June 2020 all of the high risk areas were either closed or work had taken place to reduce the risk. It should be noted significant work was undertaken to develop a system of capturing and recording all exposure to hand arm vibration. This is currently in use.

For continuing assurance a second audit was arranged to take place in June 2020. The audit identified the need for further work on a training matrix. An action plan to address this was developed. A matrix has since been created and a system implemented to record training.

## **ACCIDENT AND INCIDENT REPORTING AND LEARNING**

All data presented in this report has been extracted from an MS Access data-base managed by the corporate HSW Assurance Team. Data is presented as a ratio of incidents per thousand workforce population (headcount) to standardise the rate and allow comparisons between years. This data is for Employees & Agency workers only, and does not include PCC Maintained schools.

The data is not benchmarked with other organisations due to the variation in the way that incident and accident information is captured which may present a misleading picture.

Data is being presented for the last five years to 31 March 2021. This is to provide a better indication of themes and trends.

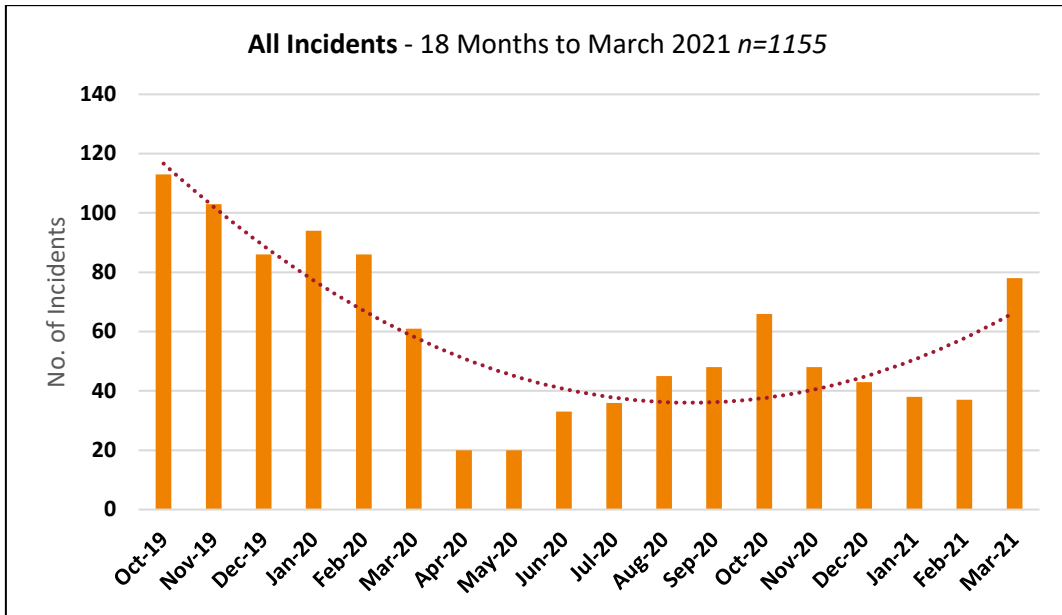
The reader should be aware that the data presented represents the number of incidents reported, which may not be the actual number of incidents which occur.

<b>Key to Chart Data (incident Codes)</b>	
Injured by an animal or insects	<b>ANI</b>
Drowned, asphyxiated, or choked	<b>ASPH</b>
Injury from hot or cold contact (e.g. scald)	<b>BURN</b>
Dangerous Occurrence (RIDDOR definition)	<b>DO</b>
Display Screen Equipment	<b>DSE</b>
Contact with Electricity or Electrical discharge	<b>ELEC</b>
Exposed to fire	<b>FIRE</b>
Hit something fixed or stationary	<b>FIX</b>
Injured while handling, lifting or carrying	<b>MHO</b>
Near Miss	<b>NM</b>
Other kind of accident or incident	<b>OTH</b>
Hit by moving vehicle or other transport incident	<b>RTA</b>
Self-harm	<b>SELF</b>
Needlestick or sharps injury (Cut by sharp object)	<b>SHAR</b>
Slipped, tripped or fell on same level	<b>SLIP</b>
Exposed to or in contact with a harmful substance	<b>SUB</b>
Unintentional Violence	<b>UV</b>
Violent Person	<b>VP</b>
Verbally Assaulted or Threatened	<b>VV</b>

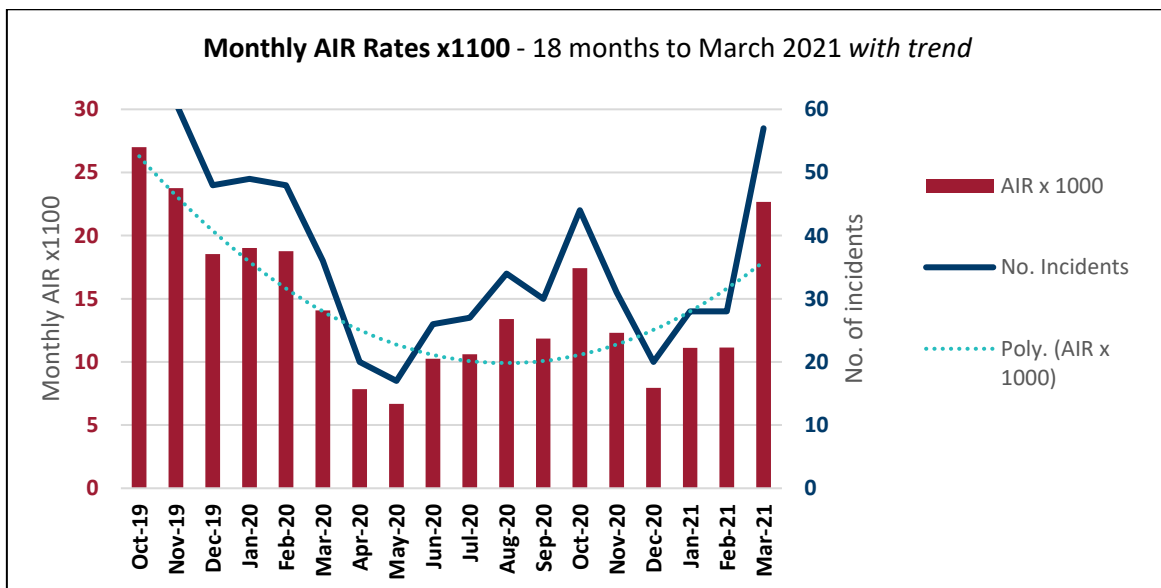
IP: Injured Party

n: Total number

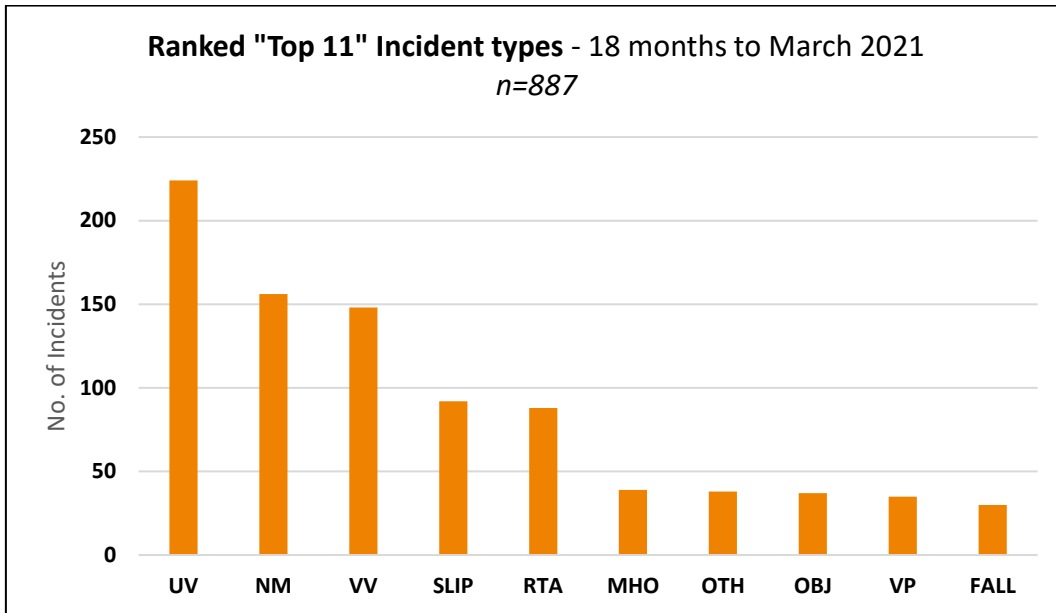
### CURRENT INCIDENT - ROLLING 18 MONTHS, TO MARCH 2021



1155 incidents have been reported in the last 18 months. The downwards trend from March 2020 reflects the impact of COVID workplace restrictions, with the upwards recovery from Sept 20 reflecting progressive easing of lockdown and remobilisation of services.



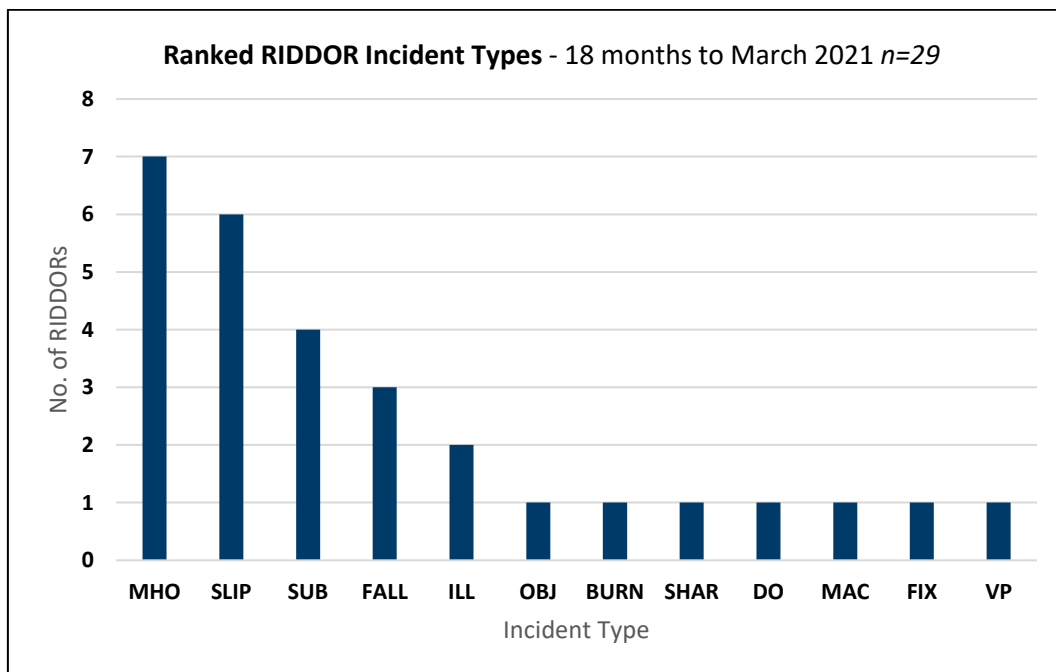
The adjusted incident rate AIR Rates X 1100, is shown in the graph above (Employee/ Agency incidents only). AIR allows adjusted incident rates to accommodate changes in headcount. Actual incident numbers given for reference - these closely shadow AIR numbers as headcount changes are progressive. AIR Trend shows a pronounced dip over 2020: due to reduced incident reporting during COVID lockdown

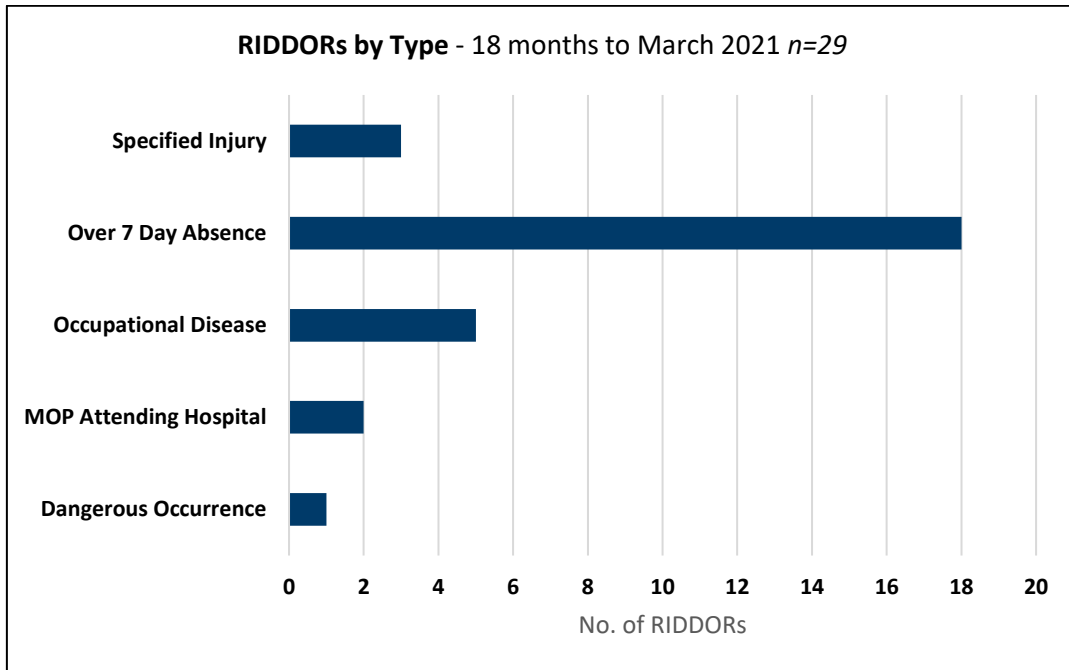


This chart shows the ranked "Top Ten" incident types. UV (unintentional Violence) incidents predominate - these come from Schools Transport & Adult Care centres, but exclude Schools/ Special Schools as that data is reported separately. NM (Near Miss) incidents are the next highest, this is from our public facing staff, including Call Centre Staff. This shows an improvement in our reporting culture, as NM has overtaken VV which was ranked second last year.

**REPORTING OF INJURIES, DISEASES AND DANGEROUS OCCURANCES**

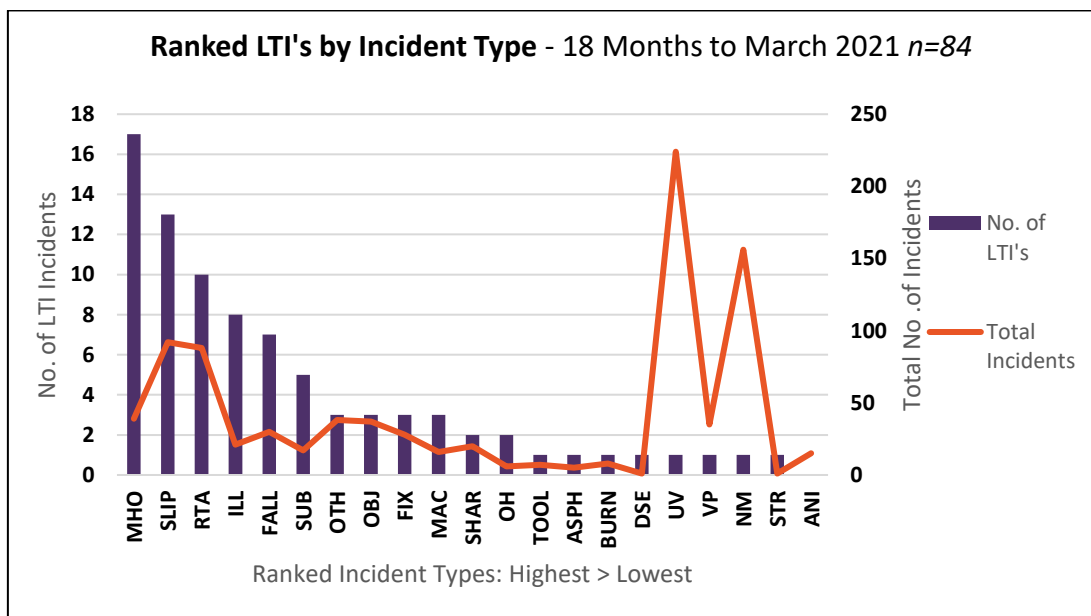
The law sets out a number of different types of incidents that must be reported to the HSE, which the HSE may decide to investigate further. In the 18 months to 31 March 2021 there were 29 such incidents. As we can see, the most frequent incidents are not necessarily the one's that the HSE is interested in knowing about; table xx demonstrates the categories of incident, by significance. Compared to the table above, there are only four incident types in our top 11 which are reported to the HSE (SLIP, MHO, OBJ and FALL).





### LOST TIME INCIDENT DATA - LAST 18 MONTHS, TO MARCH 2021

When we start to compare the top ranked incidents and RIDDOR, with lost time incidents, we can start to see the human and financial impact of incidents. On 84 occasions an incident has resulted in an individual requiring time off sick from work, 18 of these have been for more than seven days.



### NEAR MISS REPORTING

A good indication of a positive reporting culture is when the percentage of near miss incidents reported is 50 per cent of the total. The Council has improved the number of near misses reported over the last 18 month period from 11 per cent in 2020 to 14 per cent in 2021 (rounded), however there is still much more to do.



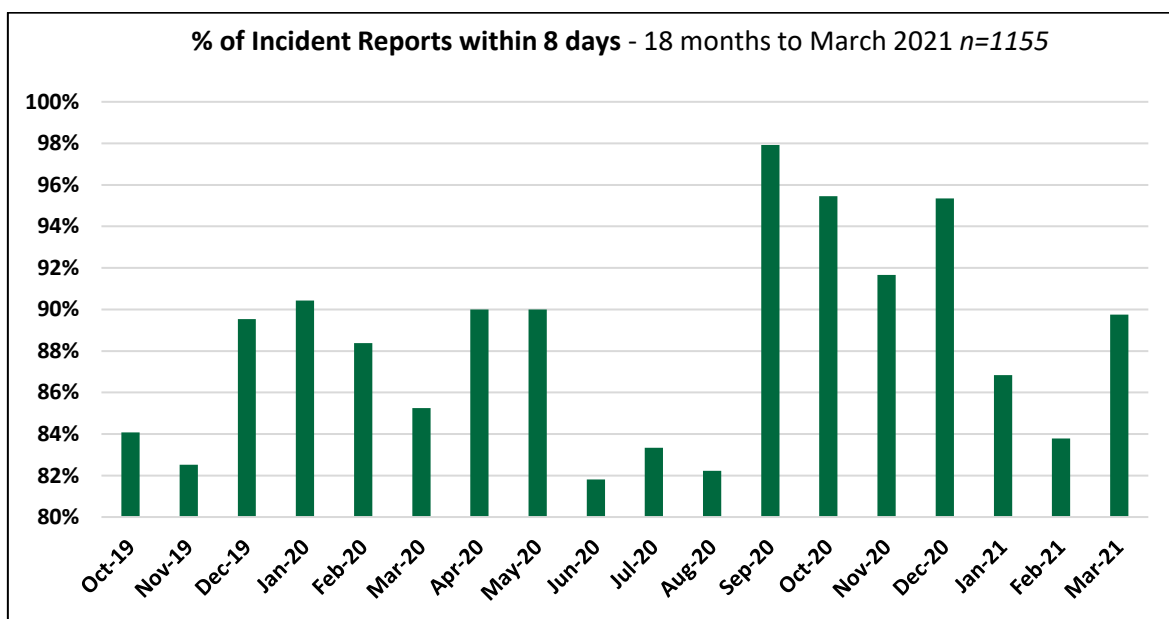
### NIL REPORTING

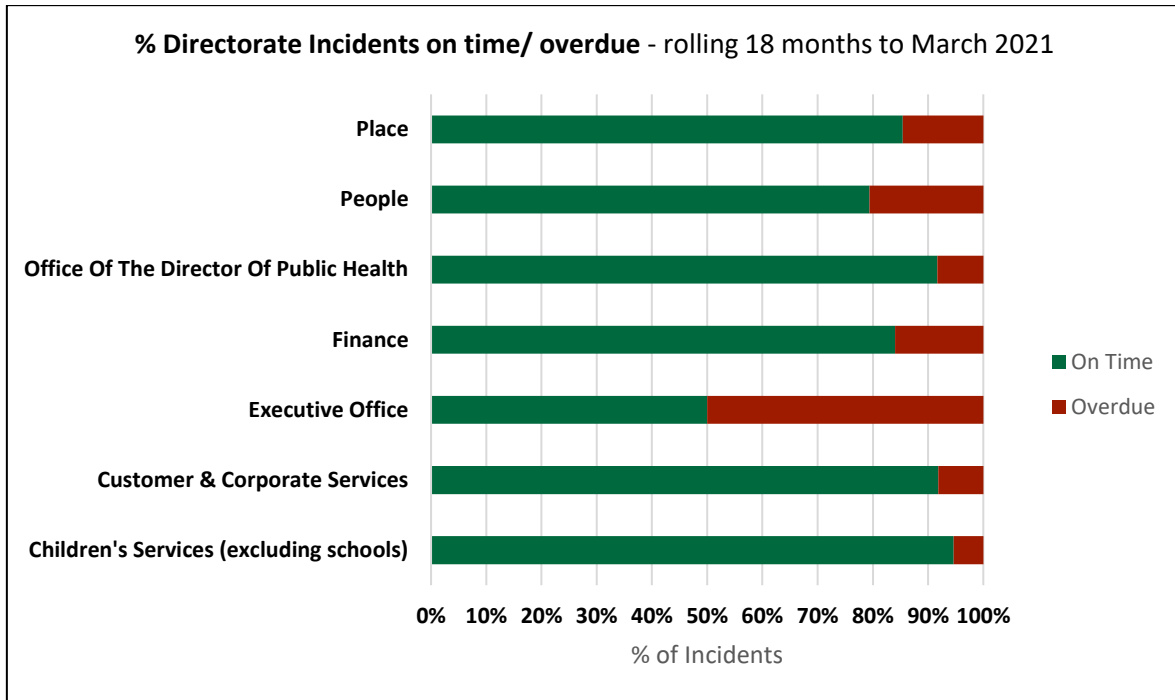
The following table identifies the eight service areas where no incidents have been reported. With the exception of the Office of the Director of Public health, most employees in these services are working with DSE equipment on a regular basis and may be undertaking other activities which would give scope for near miss reporting. Managers should also inquire whether employees are not reporting incidents that occur and why.

Nil Returns in past 18 months:	
<b>Customer &amp; Corporate Services</b>	
Transformation	
<b>Executive Office</b>	
Oversight & Governance	
Policy & Intelligence	
Public & Partner Relations	
Regional Partnerships	
VCSE	
<b>Office Of The Director Of Public Health</b>	
Civil & Disease Protection and Env. Health	
Intelligence and Licensing	

### EIGHT DAY REPORTING STANDARD

The Key Performance Indicator for the reporting of incidents is eight days. The standard should be achieved 110% of the time to provide assurance that any immediate risks identified by the incident have been mitigated to prevent recurrence. Currently the standard is consistently met over 80% of the time and has been achieved 90% of the time in 7 of the months and 94% of the time in 3 of the months; the highest achievement was in September 2020 when achievement sat at 98%. However these figures are likely to vary depending on the Service Area in which the incident happened and the number and type of incidents requiring reporting, as the tables below demonstrate.





As of 1 July 2021 the reporting standard will be reduced to six days and a further standard will be implemented for the closure of incidents. This includes:

- Level 1 investigations (low): 1 week
- Level 2 investigations (medium): 1 month
- Level 3 and 4 investigations (high): 2 months

An Investigation closure panel will be chaired by the Head of HSW Assurance, to review the investigation learning and impact for level 3 and 4 investigations, and a selected number of RIDDORS.

## CONTROLLED SCHOOLS - 18 MONTHS TO MARCH 2021

The Number of Controlled schools as of March 2021 is 16. Schools that have transferred to Academy status in last 18 months are excluded from results

This year has been a challenging time for schools and ensuring that school environments are a safe place for education, teaching staff, pupils and the wider school community. The HSW Assurance Team has established a close working relationship with colleagues in Education, Participation and Skills, our controlled and maintained schools and recognised School’s Trade Unions, as well as offering support to those schools who buy back our services and wider Academies if approached.

Working closely with our Public Health and Health Protection Team colleagues, the HSW Assurance Team has provided

- detailed generic risk assessment packages and guidance
- risk assessment webinars for head teachers and business managers

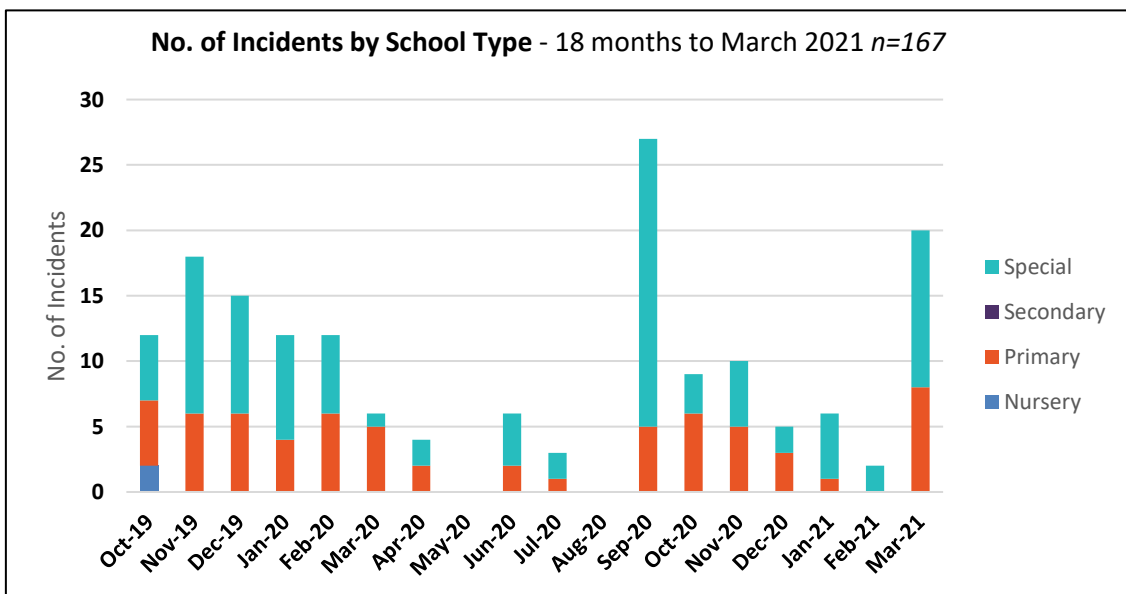
- support for weekly head teachers meetings
- Specialist support virtual meetings to Head teachers where requested
- online information via The School Room and the Plymouth Online Directory
- support to regular risk assessment panel meetings with Schools, Trade Unions and Education Staff where DfE guidance changes
- two reassurance visits per school to verify and check control measures in place
- Support and guidance on visits from the enforcing authorities and OFSTED
- wellbeing sessions to school staff
- specific targeted response visits where concerns have been raised on staff welfare, ventilation and thermal comfort
- information for the regular weekly schools' COVID bulletin
- a joined up approach across schools, Public Health, Social Care and Education staff to ensure consistent messages

We hope that due to the success of the engagement and relationships we have forged with Schools over the last year will be sustained in the future, and that a new collaborative HSW forum will be supported by Schools to progress further HSW improvements.

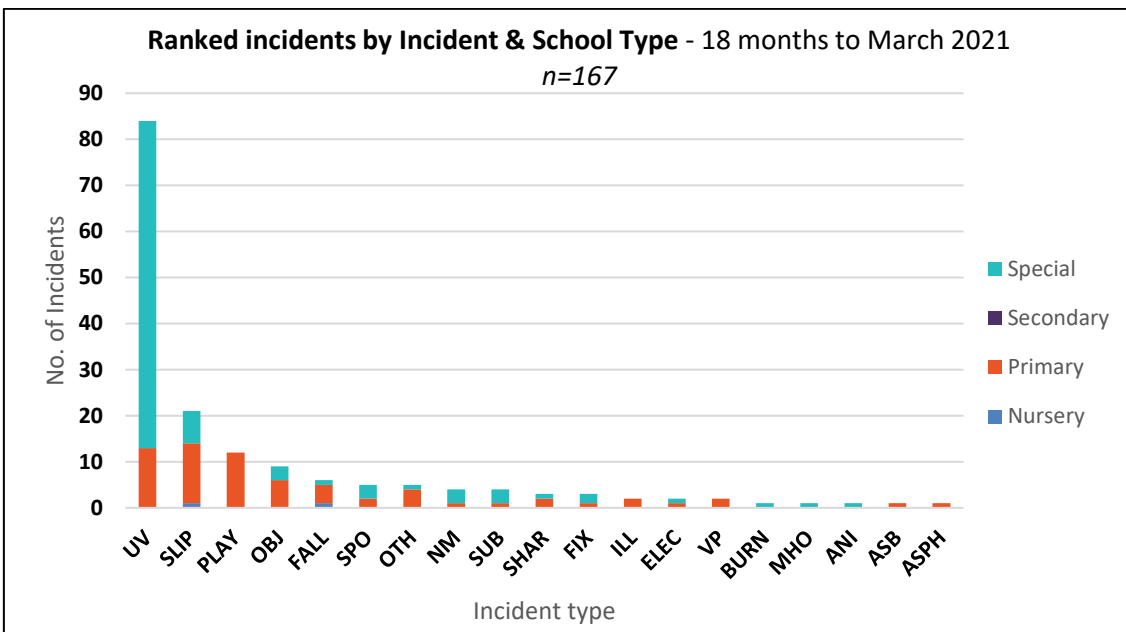
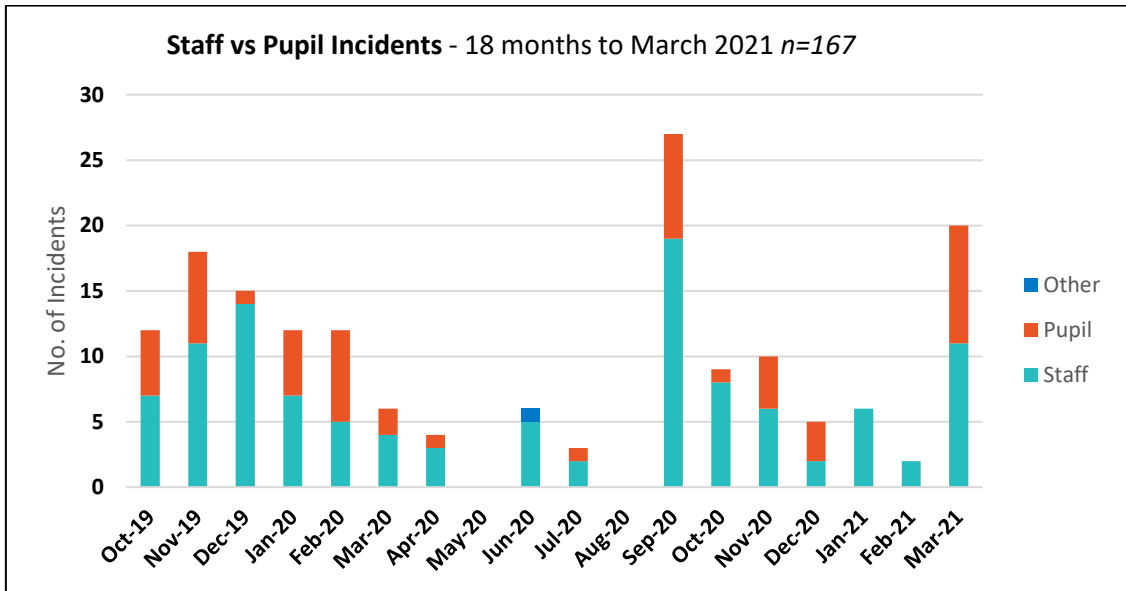
### INCIDENT REPORTING

167 incidents have been reported by Controlled Schools in the last 18 months. Reporting historically has been low, and work will be undertaken in 2021-22 to improve this overall.

The chart below illustrates the relationship between different categories of school and incident reporting; it shows the data as a breakdown of actual incident numbers over time. From this we can see that although there are approximately twice the number of Primary Schools to Specials Schools, the Special Schools report more incidents - this reflects the nature of the incidents reported, with a significant number of Unintentional Violence (UV) incidents from Special Schools. The variations in totals reported correspond to schools closures under COVID lockdown controls.



The chart below illustrates that the majority of incidents occur to staff, followed by pupils, and only one incident occurred to an 'other' visitor to the school.



This chart shows the ranked incident types by School Type. By far the highest number of incidents is "UV", and of that the greatest proportion are from Special Schools - this is to be expected. Other incident types are of a proportionally lower occurrence, and have a more equal distribution. SLIP incidents are a common occurrence and often occur in school dining halls due to spilt floor or liquids. Near Misses are poorly reported across all schools, and there is significant room for improvement.

## CLAIMS

The following table relates to claims from employees who have suffered injury or ill health which has been attributed to a breach in the duty of care owed by The Council. Due to the length of time involved in settling a claim, and the fact that in certain circumstances a claim made in the current year may relate to an accident occurring up to 3 years previously, or a disease claim commencing up to 40 years previously, cumulative totals have been omitted.

	2017/18	2018/19	2019/20	2020/21
Total claims in year	13	17	23	11
Outcomes	4 settled (all repudiated)	2 settled (all repudiated)	4 settled (2 substantiated, 2 repudiated)	5 settled (1 substantiated, 4 repudiated)

In 2020/21 Total number of Employers' Liability claims received: 11. Of the 11; 6 claims are for Accidents/Incidents at work claims and 5 are Disease claims related to work activities. Of the 5; 2 are for asbestos exposure, 2 relate to Hand Arm Vibration and 1 relates to Noise exposure.

## TRADE UNION ENDORSEMENTS

Plymouth City Council has a Facilities Agreement with the following Trade Unions:

- |          |   |                    |
|----------|---|--------------------|
| ▪ GMB    | Lead Rep and Health and Safety Representative | Trish Small        |
| ▪ UNISON | Lead Rep and Health and Safety Representative | Kevin Treweeks     |
| ▪ UNITE  | Lead Rep                                      | Sharon Battershill |

### Collective endorsement:

As far as we are aware, this is an accurate reflection of what has been achieved in HSW Improvements in The Council in 2020/21. Below are a few points we would particularly like to note:

### What has gone well:

The collaborative working on ensuring risk assessments were fit for purpose for Covid. That our opinions and suggestions were taken on board and that the outcome was more successful because of this.

### What we would like to have seen more progress on:

Stress relating to workloads particularly in social services

### Suggested improvements for 2021-22

More focus on men's health, particularly for the front-line. Podiatry referrals and feet health check for all those that spend a significant time on their feet in their working day.

GMB Trish Small

UNITE Sharon Battershill

UNISON Kevin Treweeks

**This is the end of the 2019-20 HSW Annual Report. The next section (Appendix A) relates to the HSW Improvement Plan for 2021/22.**

**The improvement plan contains actions that need to be taken corporately and at local level, with clear HSW leadership from HROD and DMT's, and the HSW Steering group providing the bridge of clear communications between the two to ensure delivery and monitor success.**

## APPENDIX A: HSW IMPROVEMENT PLAN 2021/22

HEALTH, SAFETY AND WELLBEING ASSURANCE CORPORATE PLAN 2019-20					
Objective	Key actions	Measurement	Owner (s)	Target Date	R A G
PLAN					
1. All employees are clear about their individual role and responsibility for HSW	1.1 Develop a programme of communications to ensure people are aware of the performance standards relevant to their work activities and the risks inherent in not following them 1.2 HSW objectives are clearly identified in people's appraisals commensurate with individual roles and responsibilities 1.3 Review of HSW mandatory and essential training programmes	1.1 A rolling programme of updates is in place bespoke to service area needs 1.2 HSW reporting through the Steering Group and JCCs demonstrates continuous improvement as identified through local Improvement Plans 1.3 Mandatory training requirements are clear and consolidated where possible 1.4 Essential training is commissioned externally to focus HSW professional work on assurance	1.1 HROD 1.2 DMTs 1.3 HROD 1.4 HROD	31/03/2022	
2. TU Engagement in HSW	2.1 Strengthen the role of Safety Representatives in HSW Improvements through improved engagement at local level	2.1 Demonstrable golden thread of engagement and management of HSW risk through JCC engagement framework	2.1 DMTs	31/03/2022	
3. Wellbeing	3.1 Every department to have an active Wellbeing Charter (People Strategy) 3.2 Focus on men's health and specifically manual workers	3.1 Wellbeing activities clearly demonstrated through HSW Steering Group and JCC reports 3.2 Work with external agencies to deliver wellbeing initiatives	3.1 DMTs 3.2 HROD 3.3 HROD	31/11/2022	

HEALTH, SAFETY AND WELLBEING ASSURANCE CORPORATE PLAN 2019-20					
Objective	Key actions	Measurement	Owner (s)	Target Date	R A G
	3.3 Submit evidence towards Silver wellbeing at work award 3.4 Increase number of Wellbeing Champions to 60	3.3 Achieve Silver Wellbeing at Work Award 3.4 60 Wellbeing Champions trained and active			
Do					
4. Support the organisation out of COVID pandemic to achieve a steady state and on-going infection control	4.1 Provide framework for RA, SSOW and TBT 4.2 Clear communications in relation to COVID secure buildings 4.3 Contemporary guidance available on staff room and in pocketbooks for community employees 4.4 Review of ventilation requirements across the estate	4.1 Generic documents updated and published as government / PCC guidance changes 4.2 Staff room information contemporary 4.3 As above 4.4 Ventilation assessed as suitable and sufficient across the estate	4 HROD	Ongoing	
5. Compliance with mandatory and essential HSW training	5.1 All Service Areas have appropriate numbers of staff trained and competent to undertake risk assessments including: <ul style="list-style-type: none"> <li>▪ COVID-19</li> <li>▪ Lone working</li> <li>▪ Manual Handling</li> <li>▪ Wellbeing and Resilience</li> <li>▪ DSE</li> </ul>	4.1 Training matrix identify people responsible for RA elements 4.2 HSW Toolkit demonstrates training has been achieved 4.3 Audit demonstrating risk assessments are suitable and sufficient and relevant to the hazards involved in work activities	4. DMTs	31/03/2022	



HEALTH, SAFETY AND WELLBEING ASSURANCE CORPORATE PLAN 2019-20					
Objective	Key actions	Measurement	Owner (s)	Target Date	R A G
6. Strengthen and maintain a contemporary HSW risk profile across all functions	6.1 Implementation of the Council's digital HSW Management System (SHE Assure) including modules for hazard spotting, incident reporting, and audit 6.2 Instigate HSW Steering Group for Maintained and Controlled Schools	5.1 HSW Management Information available in real time on people's desktops	5.1 HROD	31/03/2022	
		5.2 TOR, membership and quarterly meetings in place and operations	5.2 HROD / EPS	31/03/2022	
7. Implement a zero tolerance campaign in relation to violence and aggression against employees	7.1 Review training provided to employees at risk 7.2 Implement a Council wide process to prevent risk of exposure to Potentially Violent Persons 7.3 Run a City Wide public campaign to raise awareness 7.4 Review lone working risk assessments, safe systems of work and toolbox talks	7.1 Suitable and sufficient training in place to address all types of violence and aggression and mitigate risks to employees; positive evaluation from TU's and employees	7.1 HROD	31/08/2021	
		7.2 Process in place to record, retain, share and review information across relevant services about PVP	7.2 HROD	30/09/2021	
		7.3 Evaluation of public campaign	7.3 HROD	31/03/2022	
		7.4 Contemporary lone working RA in place, and employees understand their SSOW	7.4 DMTs	30/09/2021	
8. Improve HSW arrangements for building and asset compliance	8.1 Implement the new arrangements for Persons in Control of Buildings 8.2 Deliver the asbestos management plan business case for the current year	8.1 New arrangements for PICs in place and positively evaluated	8.1 HROD	31/03/2022	
		8.2 New asbestos surveys and asbestos management plans and monitoring in place as per plan	8.1 HROD		

HEALTH, SAFETY AND WELLBEING ASSURANCE CORPORATE PLAN 2019-20					
Objective	Key actions	Measurement	Owner (s)	Target Date	R A G
<b>CHECK</b>					
9. Audit	9.1 Deliver a systemic audit programme to provide assurance of the effectiveness of the HSW Management System and performance standards	9.1 Quarterly assurance reports to HSW Steering Group and JCCs	HROD	Rolling	
10 Incident reporting and learning	<p>10.1 KPI's initiated in relation to the time from incident to the outcome of the investigation</p> <p>10.2 Provide quarterly reports to HSW Steering Group on key themes and actions arising from incident data</p> <p>10.3 Implementation of an incident review panel for RIDDOR and level 3 and 4 investigations to ensure investigations complete in identifying immediate, underlying and root causes with actions suitable and sufficient to prevent recurrence</p>	<p>10.1 KPI's achieved</p> <p>10.2 Quarterly assurance reports to HSW Steering Group</p> <p>10.2 HSW Steering Group reports presented as per plan</p> <p>10.3 All investigations meeting criteria are closed by the panel within 90 days</p>	<p>10.1 DMTs</p> <p>10.2 DMTs</p> <p>10.2 HROD</p> <p>10.3 HROD</p>	31/07/2021	
<b>ACT</b>					
11. Deliver sustainable health, safety and wellbeing improvements	<p>11.1 All Departments / Service Areas to have an HSW action plan for 21-22 based on service priorities and learning from 2020-21</p> <p>11.2 Undertake an annual review and produce an annual report capturing the impact of actions and priorities for the coming year</p>	<p>11.1 Contemporary action plan available and progressive delivery monitored via JCCs and HSW Steering Group</p> <p>11.2 Comprehensive annual report fed back to the workforce</p>	<p>11.1 DMTs</p> <p>11.2 HROD</p>	30/03/2022	

