

Health & Safety Annual Report 2019-20



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COVID-19 - No information related to the current COVID-19 pandemic is included within the 2019-20 annual report due to the minimal impact on health & safety the lockdown and government guidance had within this financial year. The impact of COVID-19 will be covered in detail within the 2020-21 annual report.

Executive Summary

The Council continues to recognise that good health and safety management supports the delivery of our services to the people of Lincolnshire. The benefits of maintaining a healthy and safe working environment for all our employees, service users, visitors and contractors is an essential element in the delivery of an effective and efficient council.

We've built upon the good progress made last year across the Council, working well together to undertake a major review into our Health & Safety Governance process, re-establishing Directorate-led Risk & Safety Management with Corporate oversight. This report aims to provide a brief update and assurance on how well these arrangements are working. The introduction of the **Driver Assessment Toolkit** (DAT) this year has seen improvement in the way we manage our occupational driver risk, with training and driver assessments now incorporated into the mandatory process to improve driver safety.

Once again we've seen a decline in the number of reported incidents, **down 20.5% in 2019-20**. Due to technical issues we were unable to successfully implement our new incident reporting system EVOSAFE this year, which contributed to the decline due to employees mainly reporting incidents that only resulted in harm or injury. Work continues with resolving these issues and our target is to roll out the system in 2020, improving not only the reporting mechanism for accidents but also the ability to more accurately record incident detail and near misses.

Improvements also continue within Property Management, increasing resources for reviewing Fire Risk Assessments and the improved efficiencies for completing Legionella assessments, down from 10 weeks to 3 weeks.

Our relationship with the **Health & Safety Executive (HSE)** continues to be good in 2019-20, with no **enforcement action or intervention** from them, along with our providing any requested information to the Executive in a prompt and effective manner.



Andrew Crookham
Executive Director – Resources



Cllr Mark Whittington

Key Results

This corporate update report provides a summary of the Health and Safety activities for 2019-20 and gives assurance on how well the Council manages its Health and Safety risks.



We are pleased to report there were **no occasions** where the Health and Safety Executive (HSE) took enforcement action.



We recognise the importance of health and safety training – with **over 9,000 individual Health & Safety courses completed** either through e-learning or classroom sessions.



We completed our 3-year programme of Health & Safety audits on all our Children's & Youth Centres, along with our all Residential Homes (**64 on-site audits completed**) with an average of **80% of sites** scoring in the low- to no-risk category in the majority of areas.



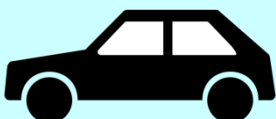
The introduction of a revised approach to policy reviews, with the development of Health & Safety "Quick Cards" that simplify information via clear steps on "how to" achieve compliance.



The continued development of the Corporate Health & Safety team with the introduction of two Health & Safety apprenticeship posts.



For the second year running we achieved a **100%** return rate on the annual schools Health & Safety self assessment.



The launch of the Driver Assessment Toolkit (DAT) which combines annual checks, training and assessment to risk rate employees who drive for work. Over **1,600** employees have completed the DAT with **69%** scoring low- or no-risk and **30%** of issues resolved.

Key Results

“Knowledge is power”

We continue to see an increase in the number of Health & Safety courses being completed via the Lincs2Learn system, reducing the resources required to deliver these courses and the time employees are away from their duties.

“Let’s come together”

Following a request from trade unions we have established a formal Health & Safety Committee. The committee will meet quarterly and will be the main consultation tool for future Health & Safety policies and guidance.

“Plan, Do, Check, Act”

A full review of our Health & Safety Governance structure was undertaken, highlighting several improvements in the way we monitor performance at a corporate level. A new, more consistent approach will be adopted by all Directorates for reporting back progress on their KPIs to our Corporate Risk & Safety Group.

“Nobody gets left behind”

Following the successful completion of the Children's Audit program the same approach will now be extended to other key frontline services, with audit programs being established for 2020 through to 2023 within Adults Learning Centres, Waste sites, Heritage sites and Contact Centres.

Accident & Incidents Reported by Directorate Area

%* and ratio per 1000 employees**

4% /15:1000

Resources



5%/25:1000

Place



2%/23:1000

Commercial & Corp Services



9% /44:1000

Adults & Wellbeing

70% /41:1000

**Children Services
(inc. schools)**



10% /47:1000

Fire & Rescue

* Percentage split of total reported accident/incidents

**1:1000 accident ratio rate = the number of accident per 1000 employees

Key Achievements



Accident Reporting

We have been working with an external company on the development of a new on-line incident reporting system. Unfortunately, we've been unable to fully implementing the system this year due to a number of unforeseen technical issues. Advisers have now been assigned to oversee the final stages of its completion and we're planning to launch the system in 2020. The benefits will be a bespoke system for LCC services offering improved reporting functionality, the downside is the time it has taken to develop.

Violence to Staff

The question of whether LCC should develop a corporate-wide Violent Person Register was reviewed again. A presentation was delivered to the Corporate Risk & Safety Group outlining the Pros and Cons of implementing this type of system. The Group agreed that the resources needed to implement such a system wouldn't be an efficient use of time balanced against the benefits, and time would be better directed towards improving existing procedures, policies and increasing awareness with employees and services users.



Contaminants and the effect on Firefighters

Fire & Rescue have been working with staff, representative bodies and national guidance on how contaminants from fires could be transferred into the workplace. This work looks at how by-products of combustion are transferred onto protective clothing and then into the workplace, e.g. vehicles and fire stations. Considering how contaminants are transferred

during the recent breathing apparatus review, all activity and movement around buildings is considered and monitored to best protect all staff. A contaminants group was set up to constantly monitor, review and take action against any changes in advice, RPE and PPE and is able to provide advice and support to the wider LCC network.

Building Safety Programme

Legionella Management

Efficiencies have been developed to reduce the processing time for Legionella Risk Assessments, reducing it from 10 weeks to 3.

Fire Risk Assessment reviews

Fire Risk Assessment reviews have been increased in frequency and a dedicated Fire Risk Assessment reviewer has been appointed.

Property Compliance Office

A new role has been created in the Facilities Management Team for a Property Compliance Officer (PCO). The PCO will be responsible for monitoring, auditing and reviewing all areas of property compliance and designing and implementing any processes and procedures to ensure statutory property compliance across the estate.

Employee Wellbeing

Employee Wellbeing

The Council is committed to improving and sustaining the health and wellbeing of its employees, through supporting a healthy and productive workforce that is highly engaged with the overall objectives of the Council.

We do this by placing importance on preventative health initiatives, providing tools and support to encourage people to stay fit, happy and healthy.

The November 2019 staff survey responses showed that **70%** feel that we take a proactive approach to supporting health and wellbeing and **77%** feel able to maintain a good level of resilience and wellbeing. The Council Employee Health and Wellbeing Strategy and delivery plan is monitored separately but is closely linked to our Health & Safety work. Here are a few highlights from 2019/20:



Flu Vaccination

During last winter, 797 (15%) employees had free flu vaccinations. It will be even more important this year than in previous years to encourage take-up by staff, given the positive effect this will have on protecting health services from the impact of flu this year.

Musculoskeletal

We recognise that musculoskeletal problems are still one of our highest reasons for sickness. We continue to encourage staff to complete the new DSE assessment process and seek support from the Health & Safety team and Occupational Health to put adjustments in place.



Mental Health

The Council recognises that mental ill-health is a Health & Safety issue for both managers and employees; it acknowledges the importance of identifying and reducing work place stressors where possible. 73% of referrals to the service were due to personal reasons.

We also recognise the importance of personal stressors on employees and have promoted support through the Lincolnshire Credit Union and established a Carers Group. The Council remains a proud signatory of the **Mindful Employer Charter**.



Virgin Pulse Challenge

Once again the Challenge was a huge success, with even greater numbers of staff benefitting compared to the previous year. 595 employees took part across 85 teams, clocking up just short of 740 million steps (equivalent to covering around 350,000 miles, at an average of over 580 miles per employee taking part). Feedback from 43% of participants identified that:

45% are now more aware of what they eat

64% of those who tracked their weight did lose weight

70% now meet the recommended amount of sleep (58% pre-challenge)

77% reported a decrease in their stress levels either at home or work

66% reported an increase in their productivity or concentration.

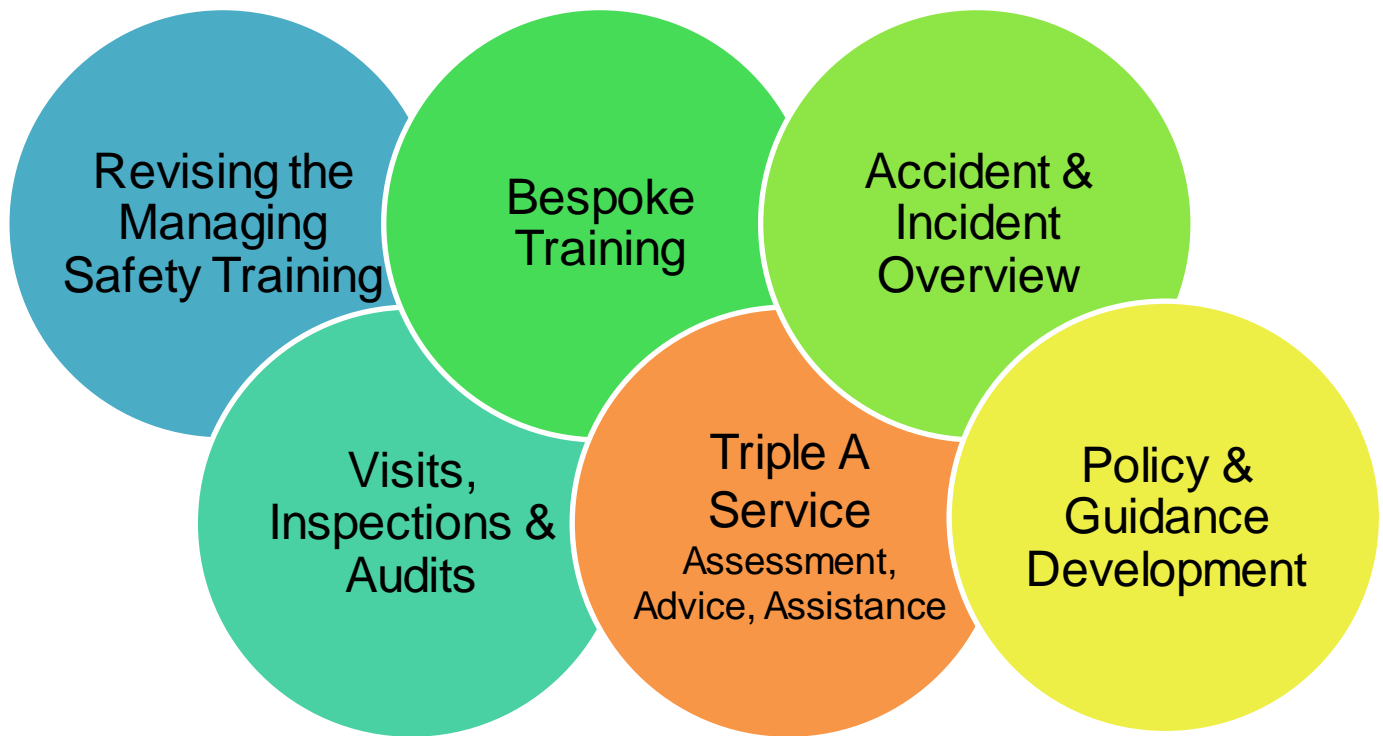


Supporting the Business

The Council's Corporate Health & Safety Team play a vital role overseeing and promoting good health and safety management, ensuring accountability and reviewing the way things are done. All actions are aimed at encouraging a positive safety culture within the Council, and that the team is seen as a tool to ensure goals are achieved and projects succeed, rather than being used as a restrictive element.

One of the key roles of the team this year was to provide support and guidance to new or newly-appointed managers to assist them with understanding and then undertaking their duties and responsibilities in managing Health & Safety within their team.

Some of the support we provide includes:



How do we know it is working?

In April 2019 The Corporate Health & Safety gained the Safety & Health Excellence (SHE) Highly Commended Award for development of their successful, bespoke training programme within LCC schools for Head Teachers, Governors and operational front-line staff.



Key Actions



The Council has appropriate systems and processes in place to ensure good Health & Safety management is maintained. We are satisfied that these work well, however there is always room for continuous improvement.

Our focus over the past several years included the following areas:

What we have done

Actions Identified/Undertaken	Progress
<p>Digital Incident reporting system – development and roll-out of a new on-line incident reporting system to improve information gathering, corporate oversight and evaluation.</p>	<p>On-going</p>
<p>Driver Assessment Toolkit (DAT) – implementation of an occupational driver assessment, training and compliance process for our “grey” fleet. Since April 2019 over 1,800 employees have completed the DAT.</p>	<p>Completed</p>
<p>Fire Risk Assessments - in line with the recommendations from the Grenfell Tower report, Fire Risk Assessment reviews have been increased in frequency and a dedicated Fire Risk Assessment reviewer has been employed by VINCI Facilities under the Corporate property contract to help fulfill the new requirement.</p>	<p>Completed</p>
<p>Health & Safety Key Performance Indicators (KPIs) – a management survey was undertaken to identify which areas of Health & Safety need to be monitored corporately in order to gain assurance regarding compliance. The results have fed into the development of a Health & Safety Map, outlining Corporate-wide Health & Safety KPIs for 2020-21.</p>	<p>Completed</p>
<p>Revamp of the Health & Safety Manual Webpage – as part of the new LCC webpage programme, work has begun on converting all of the current Health & Safety policies and guidance into the same style as that adopted during the recent HR policy review. A new Health & Safety Professional webpage has been created and all revised policies in the future will be split in to two parts, 1. Policy – why we do it, and 2. Quick cards – how we do it.</p>	<p>On-going</p>

Future Priorities



The Council has appropriate systems and processes in place to ensure good Health & Safety management is maintained. We are satisfied that these generally work well,

however there is always room for improvement. Our focus for 2020/21 includes the following areas:

Key Activity	Lead Officer	Time scales
Digital transformation – roll-out and implementation of the new EVOSAFE incident reporting and recording system.	Corporate Health & Safety Team	From 1 st April 2020
Developing a remote Health & Safety Audit process.	Corporate Health & Safety Team	From 1 st Aug 2020
Implementing the new SHINE system for DSE & DAT assessment that replaces the old Praxis 42 system.	Corporate Health & Safety Team	From 1 st April 2020
To establish the Health & Safety Committee now the TOR have been agreed.	Corporate Health & Safety and Union Health & Safety representatives	From 1 st Aug 2020
Develop and implement key performance measures.	Team Leader – Health and Safety	From 1 st April 2020
Corporate Property Officers - a new role in the Facilities Management Team that will help ensure that LCC are fulfilling their statutory property obligations.	Corporate Property Services	From June 2020
Implementing the recommendations from the Health, Safety & Risk Management Governance review.	Corporate Risk & Safety Steering Group & Directorate R&S leads	From 1 st April 2020

Appendix I - Our Objectives

The Council recognises that good health and safety management supports the delivery of our services to the people of Lincolnshire.

We are committed to providing and maintaining a healthy and safe working environment for all our employees – ensuring that their work does not adversely affect the health and safety of others, such as service users, visitors and contractors.

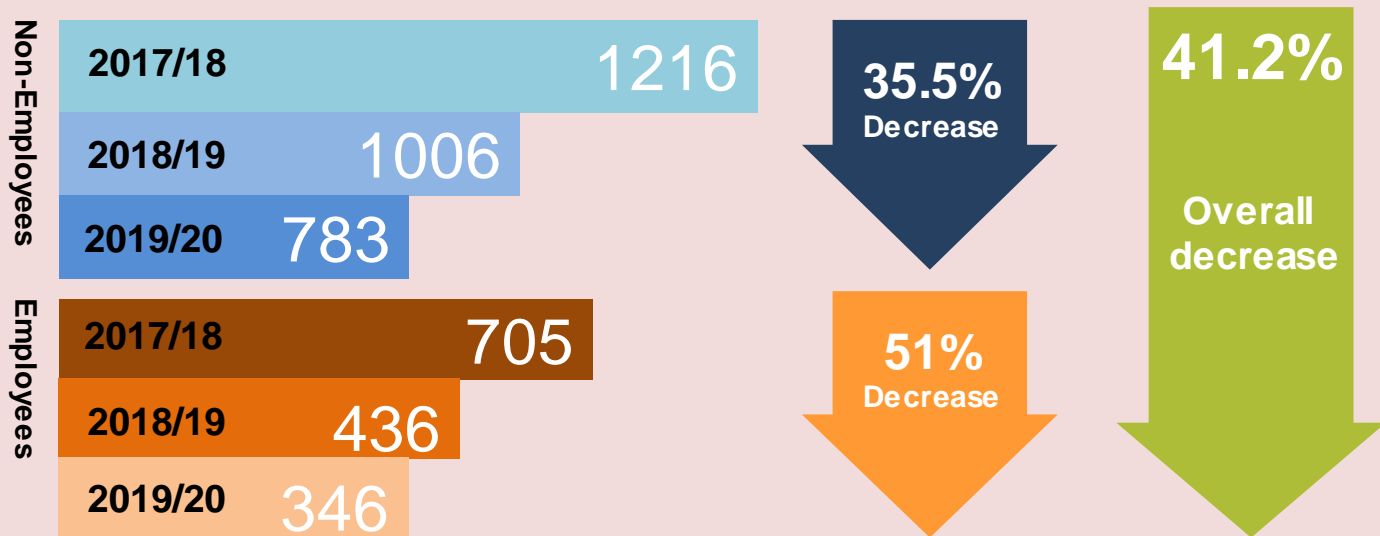
To achieve this, we have the following key objectives:

- to comply with the requirements of relevant legislation;
- to identify hazards (the potential for harm), assess risks (the likelihood of that harm being realised) and manage those risks;
- to ensure that all employees (and others as appropriate) are adequately informed of the identified risks and, where appropriate, receive instruction, training and supervision;
- to consult with employees' representatives on health and safety matters;
- to provide and maintain safe and healthy premises and work environment;
- to ensure that employees are competent to do their tasks, by providing training where necessary;
- to ensure that contractors are competent to manage the health and safety aspects of their work;
- to maintain appropriate health and safety management systems and arrangements;
- to monitor and review the effectiveness of the safety management systems and arrangements and, where appropriate, implement improvements.



Appendix 2 – Accidents & Incidents

Accidents / incidents reported



Note: Due to unforeseen technical issues we've had to extend the use of the current paper-based accident reporting process throughout 2019-20. We've continued to see a reduction in the number of PO3 forms being manually completed to "log" incidents that do not result in an injury.

Number of Injury Types



Trips, slips & falls make up 15% of all employee and 47% of non-employee PO3s.

89% of non-employee STFs are within Schools and Children's Centres/Homes.

The new EVOSAFE system will allow us to record and monitor Directorate-specific "near miss" incidents.

No RIDDOR reportable dangerous occurrences.



"Assault" option still used to incorrectly log inappropriate behaviour on the current system.

Initial trial of the EVOSAFE system has proved successful in accurately recording these types of incident.

Continued good news for our employee's backs, i.e. manual handling injuries are the lowest ever, only 4% of recorded PO3s.

The focus needs to move towards employees' musculoskeletal health.



Only 7 PO3s related to Occupational Driving, a 60% reduction from 2018.

The new DAT helped with raising the awareness of occupational driver safety and control measures.

Appendix 3 - Our Risks

Health and Safety risks

The table below highlights some of the biggest health and safety risks the Council faces:

Risk	Mitigating Actions	Inherent Risk Rating	Level of Assurance
Failure to notify the HSE of RIDDOR-reportable incidents / injuries within the regulated timescales	<ul style="list-style-type: none"> Policy and guidance to be reviewed. New IT system to be installed with automated messages. New process to be incorporated within Managers Health & Safety training 	Amber	Substantial
Inadequate Health & Safety knowledge/ understanding within middle and senior management	<ul style="list-style-type: none"> Revised Managing Safety in LCC course E-learning Managing Safety course Implementing KPI target on manager training 	Amber	Limited
Maintenance of effective governance arrangements	<ul style="list-style-type: none"> Corporate Steering Group Directorate Groups Revised TOR for Health & Safety Gov' structure 	Green/ Amber	Substantial
Enforcement action from the Health & Safety Executive against LCC	<ul style="list-style-type: none"> Reviewing policies/procedures Introduction of corporate training programme Provision of competent support/advice services RAG rated Directorate work plans 	Amber/ Red	Substantial
Enforcement action from the Health & Safety Executive against LCC's partners/contractors	<ul style="list-style-type: none"> Contractor Health & Safety evaluation Joint Partnership meetings Inspection & overview programmes Contractor handbook 	Amber	Substantial
Enforcement action from the Fire Authority against LCC	<ul style="list-style-type: none"> Revised Fire Risk Assessment project from 2019 G5 fire policy reviewed in 2019 	Amber	Substantial

Key

The Impact	Inherent Risk Rating	Assurance Rating
Enforcement Action / Prosecution Financial Costs – fines, claims Representational costs – bad press Harm to employees Harm to services users Impact on service delivery	High - very large fines, criminal prosecution, death or life changing injury, prohibition of services.	Low – minimal level of confidence over the design and operation of controls, performance or management of risk.
	Medium - significant fine, breaches of legislation, serious injury or harm improvement notices for service.	Limited - medium level of confidence over the design and operation of controls, performance or management of risk.
	Low - monitor and be aware, activity to mitigate the risk within existing service delivery plans / management arrangements.	Substantial - high level of confidence over the design and operation of controls, performance or management of risk.