

# Health & Safety

## Annual Report 2021-22



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# Executive Summary

Welcome to the council's annual Health and Safety report for 2021/22.

As we are all very aware Covid-19, unfortunately, did not just go away in 2021/22 and continued to present challengers and obstacles. This annual report covers the ways in which many of these were overcome and, in many cases, forced changes that had a positive effect on the delivery of health and safety services.

Regular readers will not need to be reminded that to deliver our services to the people of Lincolnshire, good health and safety management plays an essential role. The ability to change and adapt quickly, and how this support is given, ensures not only an effective and efficient service but also the continued compliance of our statutory health and safety duties to both our employees, our service users, and the people of Lincolnshire.

This year saw the Corporate Health and Safety Team not only continue to provide ongoing support to managers, individuals and Lincolnshire Fire & Rescue's Health & Safety team, but also use the challenges from Covid-19 as opportunity for change. By embracing priorities from the LCC digital strategy and working with managers across all services, an all-new digital audit process was born. This enabled not only the 2021/22 audit plan to be completed, but also the backlog from 2020/21.

So, despite the on-going challenges from the pandemic, opportunities to improve and grow our Health and Safety management have been identified and taken. And with the introduction of the new Managing Safely in LCC training course, and H&S KPIs for 2022/23, things continue to look positive as we move into a post Covid-19 era and a smarter way of working.



**Andrew Crookham**  
Executive Director – Resources



**Cllr Mark Whittington**

# Key Results

This corporate update report provides a summary of the Health and Safety activities for 2021-22 and gives assurance on how well the council manages its health and safety risks.



Once again, there have been **no occasions** or **reasons** for the HSE to take any formal or enforcement action against us.



Over 9,000 e-learning health and safety courses, covering 14 key subjects, were completed by LCC employees in 21-22 (our highest-ever number).



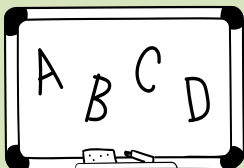
The design, development, trialling and implementation of a new on-line remote health and safety audit system.



The full corporate-wide launch of the new EVOSAFE incident reporting system, allowing us to capture more incident data.



Development and construction began of a new on-line health and safety hub on SharePoint, a single 'one-stop' shop for managers and employees to access information and guidance.



A 100% return rate from our school's health and safety self-assessment programme for the fourth consecutive year with majority of schools consistently reporting 'best' practice.

# Key Results

## ***“Working smarter”***

With the introduction of smarter working, we reviewed our existing workstation assessments and developed the new “Smarter Working” assessment. This new assessment replaced the need for employees to complete both the home and office assessments and is designed to give assurance of compliance and the wellbeing of staff when using all workstations.



## ***“Embracing the future”***

Covid focused us to re-think how we delivered our service. Given the proven success of the schools on-line H&S self-assessment, we used that as a foundation for developing a new on-line based auditing process. This gave us the ability to gather the necessary data and give assurance on compliance in a more efficient and effective manner, allowing us to complete the backlog from 2020-21 as well as our 2021-22 audit plans.



## ***“It’s all about the data”***

2021-22 will give us the first full year's incident data from the new EVOSAFE system. The new system will, for the first time, allow us to calculate the amount of time lost due to work-related accidents, potentially helping to identify any trends or patterns and highlighting where support is best directed for 2022-23.

## ***“Information, information, information”***

The introduction of SharePoint across the authority has given us the opportunity to start integrating our policies, guidance and systems. With the development of the Corporate Health & Safety Hub, we now have one interactive location where all managers and employees can easily access our services digitally.

# Key achievements



## It should not be acceptable

A task and finish group was established to review the current situation in relation to abuse and aggression experienced by our employees. Questions were included within the 2021 employee survey around the types and frequency of abuse. This identified a trend within some service areas of a culture of “acceptance” towards certain types of abusive behaviour and, therefore, incidents not being reported. Further work investigating the reasoning behind this culture will be undertaken in 2022-23. However, it was positive to see that the vast majority of employees who did implement the current policy felt they were supported and kept informed.

## Coming to the Aid

With the new smarter way of working now becoming the norm and employees no longer to be working at fixed desks or buildings, we needed to ensure a level of first aid cover could still be easily achieved. The Introduction of a first aid e-learning course offers an additional layer of support to managers who can draw on this based on the findings of their First Aid Risk Assessment.



## The end of year 2

Covid continued to be managed throughout 2021-22 with regular reviews of risk assessment and restrictions to ensure they complied with the most up to date Government guidance. As national restrictions began to be lifted, we continued to monitor and review the situation to evaluate what control measures could be removed and when, to ensure the risk was suitably managed during the transition back to the new normal.

## It's good to talk

A full review of the *G6 Consulting with Employees on Health & Safety* policy was undertaken. The revised policy outlines the various levels of appropriate and proportionate consultation that is required, depending on the size and scale of the update, amendment or review that has been undertaken. Good employee engagement has 4 key principals:

- **talk** to each other about issues
- **listen** to their concerns and raise your own
- **seek** and **share** views and information
- **discuss** issues in good time
- **consider** what employees say before you make decisions.

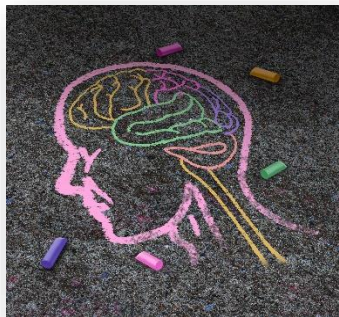


# Health, safety & wellbeing

## Body and mind

The Health & Wellbeing Strategy continues to support our employees to develop and maintain a healthy lifestyle, helping towards improving both physical, mental and emotional wellbeing. Over 400 employees have been involved with either “Workout Wednesdays” or “Lunchtime Mindfulness Sessions”. We’ve also seen over 600 employees and managers attend the “Resilient Me” workshops and another 200 complete the “Brilliant Me” sessions.

“Employee wellbeing needs to be integrated throughout the organisation, embedded in its culture, leadership and people management.”



## Supporting a healthy workforce

The strategy helped to launch and support a number of key programmes to help with improving our employees mental health and wellbeing, these include:

- Wellness action plan, mindful employer
- Flexible working and sickness absence policies
- Support and Counselling Service & Occupational Health.

## Health & Wellbeing HR Hub

Guidance and information has been brought together to support employees and managers. There is a host of information related to wellbeing that can be accessed via the Hub, i.e., general and mental health, physical and financial wellbeing along with access to relevant policies, helpful tips or external support, guidance, programmes and charities.



## Speak to someone

One of the highlights in October 2021 was the launch of the Mental Health First Aider project. A total of 54 MHFA colleagues have now completed their training and are situated across all LCC directorates and a wide range of service areas. Employees can access this support via the HR Hub.

Further details and information on employee health and wellbeing can be found on the LCC [Equality, Diversity and Inclusion](#) page and Annual Report.

# Smarter, not harder

In last year's annual report, we spoke about the need for health and safety support services to have the ability to quickly change and adapt to an ever-changing world, so we remain not only effective and efficient but also legally compliant. We identified several key priorities we would be focusing on throughout 2021-22 to ensure we are ready for the future. Below we outline some of the work we have undertaken towards achieving these priorities.

## Self reliant tools

- Interactive flowcharts for RIDDOR reporting and Driving Assessment
- Module-based "self learn"
- "Quick Card" user guidance

## Targeted support

- Follow up "physical" audits based on the results of the findings of the on-line audit
- Workplans for audits & policy reviews scheduled up to 2025

## Focused interface

- Interactive subject hub pages
- "One-stop shop" for H&S guidance on the hub

## Embracing digital

- Development of the H&S hub
- Transferring classroom courses into an e-learning format
- On-line contractor H&S evaluation tool

## Culture change

- The move to digital audits
- Replacing documents with user-friendly interactive hub pages
- Remote training replacing classroom sessions

## Compliance lead

- Quarterly H&S updates reports to every directorate
- Corporate H&S KPI targets for 2022-23

## The Performance Map

The map has been developed and introduced to set out a statement of intent and provides structure to the scrutiny of health and safety management. Allowing a consistent approach to monitoring, measuring effectiveness and identifying both strengths and areas for improvement, all of which sit under four safety principles:

### Culture – Compliance - Proactive - Reactive

Designed to provide confidence and assurance that we remain compliant with our legal health and safety obligations.





# 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
<b>Digital health and safety auditing</b> The introduction of a digital auditing system across all directorates has now been completed and a 3-yearly rolling rota of audits is now established.	completed
<b>Health and Safety staff survey</b> Developed, tested and implemented as part of the Health & Safety Performance Map, the on-line survey tool is now available for managers to use within 1-2-1s to gather data so they can monitor performance against the KPIs.	completed
<b>Health and Safety Digital hub</b> The development and introduction of an all new digital Health & Safety Hub. A single point of access for all managers and employees to access information, guidance and tools.	on-going
<b>Display Screen Equipment (DSE)</b> Developing and implementing a new “smarter working” workplace DSE assessment to ensure the smarter working project is compliant with the requirements of the DSE regulations.	completed
<b>Management training</b> Transforming the current Managing Safely in Lincolnshire course into a blended learning experience, using digital tools, interactive systems and face to face training.	on-going
<b>Consultation with employees</b> Review of the current G6 Consulting with Employees on Health & Safety policy that ensures compliance with the 1977 regulations but doesn't create additional red tape.	completed

# Future priorities

To ensure our systems and processes remain in good working order and we continue to grow our service provision, we continually review and investigate areas where improvements or efficiency savings can be made. Our focus for 2022-23 includes the following areas:

Key activity	Lead officer/team	Timescales
Review and re-launch of the Driving Assessment Toolkit (DAT) for the next 3-year period 2022-25	The Corporate Health and Safety Team	From July 2022
Full corporate roll out of the newly developed "Managing Safely in Lincolnshire" course	The Corporate Health and Safety Team	April 2022 to March 2023
Implementation of the new Section S278 – Contractor H&S Evaluation system for permitted works on the highway	The Corporate Health and Safety Team & Highways (Place)	From July 2022
Development of a system for evaluating the H&S documentation of external companies tendering for LCC contracts	Corporate Health and Safety Team	From Sept 2022
Review both First Aid and Fire Marshal procedures to ensure continued compliance within a Smarter Working environment	Corporate Health and Safety Team	From July 2022

# 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.

Having reviewed this, our key objectives remain the same:

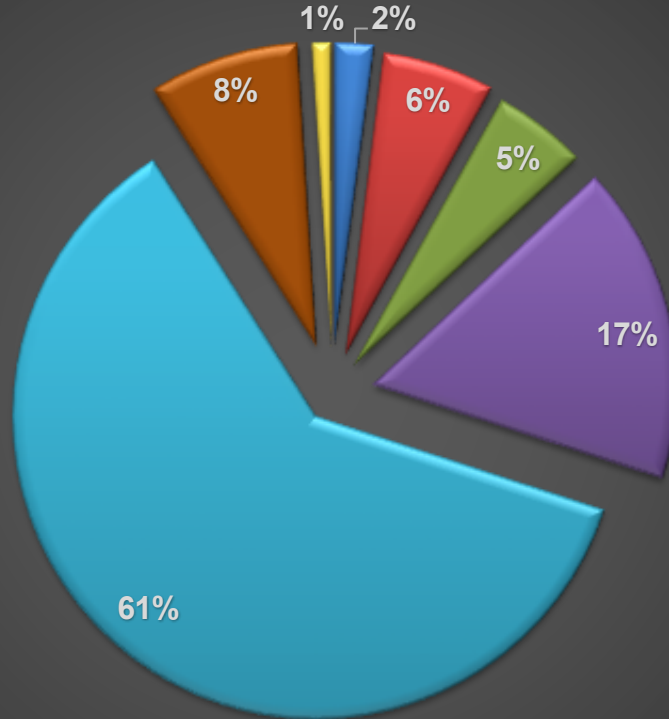
- to comply with the requirements of relevant legislation;
- to identify hazards (the potential for harm), assess risks (the likelihood of that harm being realised) and manage those risks;
- to ensure that all employees (and others as appropriate) are adequately informed of the identified risks and, 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 and;
- to monitor and review the effectiveness of the safety management systems and arrangements and, where appropriate, implement improvements.



# Appendix 2

## EVOSAFE report forms

### Percentage split of reported incidents



- Resources
- Adults & Comm Wellbeing
- Place
- Childrens (Educational)
- Childrens (All Other Services)
- Fire & Rescue
- Commercial

**Total number of completed report forms = 1319**

**\*Accidents = 1130**

**\*\*Near miss = 174**

**\*\*\*Incidents = 15**

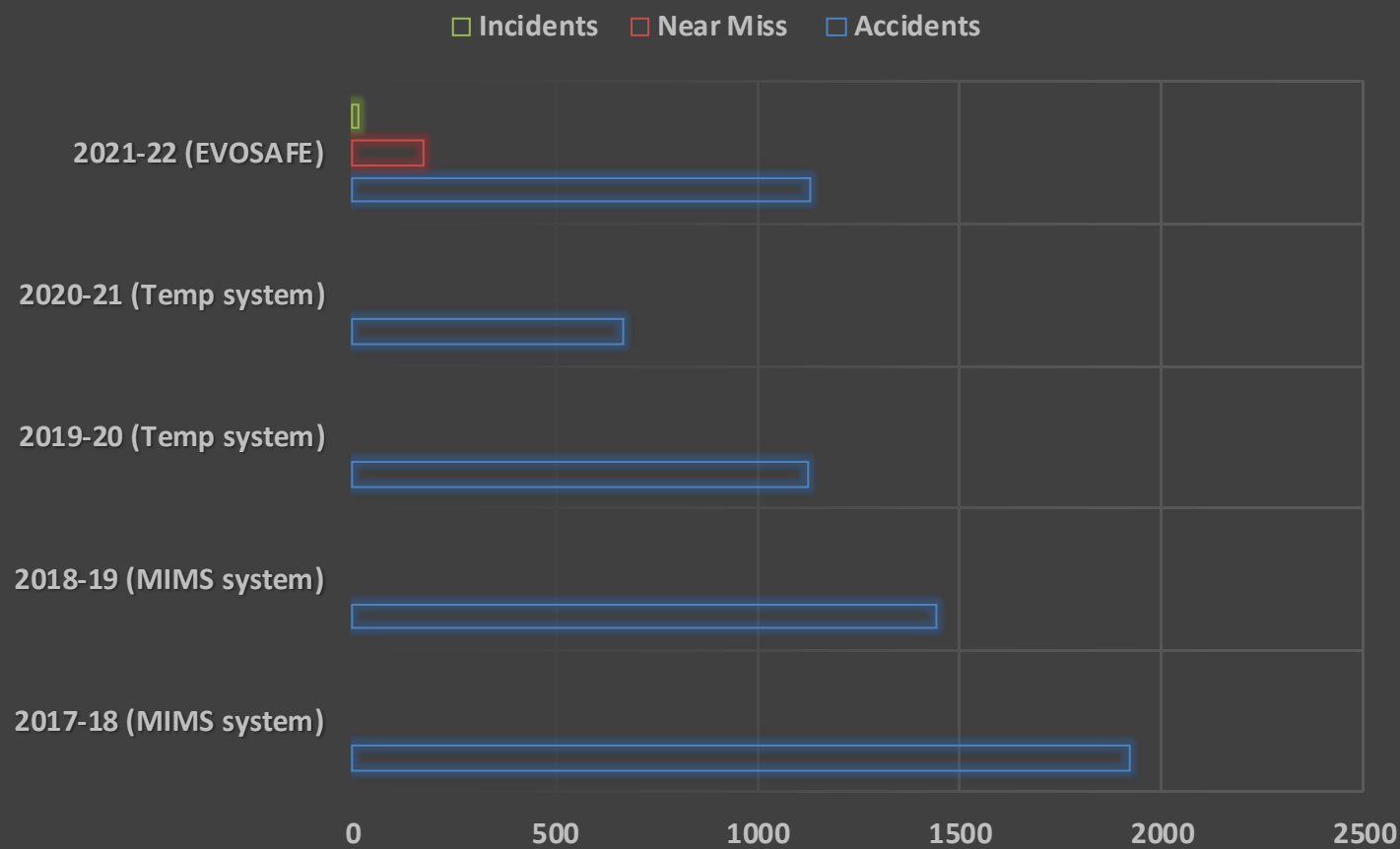


- Employees
- Non-Employees

\*Accident = resulted in injury \*\* Near miss = could have caused injury \*\*\* Incident = no injury but caused damage to equipment, etc

# Appendix 2

## EVOSAFE report forms



**79 formal reports of “intentional” abuse or aggression**

Compared to over 600 employees who identified they had received some form of abuse within the staff survey



**We now have the ability to formally record “Near miss” type incidents**

These figures will increase as more staff become aware of the need to formally report



**A 17% increase in the total number of reports compared to 2019 20**

EVOSAFE was heavily promoted and this, combined with the new ability to record “Near miss” & “Incidents” accounts for the increase



**A total of 223 days were lost to injuries resulting from accidents**

This accounts for less than 0.1% of the total number of days worked in 2021-22

# Appendix 3

## our risks

### Health and Safety risks

There are no changes to 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"> <li>Policy and guidance to be reviewed.</li> <li>New IT system to be installed with automated messages.</li> <li>New process to be incorporated within Managers Health &amp; Safety training</li> </ul>	Amber	Substantial
Inadequate Health & Safety knowledge/ understanding within middle and senior management	<ul style="list-style-type: none"> <li>New Managing Safety launched for 2022-23</li> <li>25% KPI of managers PA to complete training</li> <li>Targeted questions within digital audit</li> </ul>	Amber	Limited/ Improving
Maintenance of effective governance arrangements	<ul style="list-style-type: none"> <li>Corporate Steering Group</li> <li>Directorate groups</li> <li>Revised TOR for Health &amp; Safety Gov' structure</li> </ul>	Green/ Amber	Substantial
Enforcement action from the Health & Safety Executive against LCC	<ul style="list-style-type: none"> <li>Reviewing policies/procedures</li> <li>Introduction of corporate training programme</li> <li>Provision of competent support/advice services</li> <li>RAG-rated directorate work plans</li> </ul>	Amber/ Red	Substantial
Enforcement action from the Health & Safety Executive against LCC's partners/contractors	<ul style="list-style-type: none"> <li>Contractor Health &amp; Safety evaluation</li> <li>Joint partnership meetings</li> <li>Inspection &amp; overview programmes</li> <li>Contractor handbook</li> </ul>	Amber	Substantial

### Key

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