

Finance and Resources Committee

10.00am, Thursday 17 March 2016

Proposed Corporate Health and Safety Plan 2016/17

Item number 7.3
Report number
Executive/routine
Wards

Executive Summary

In 2015, the Council set out the foundations of an enhanced health and safety infrastructure, which is aligned with the Council's Risk Management Framework. It also reinforced its commitment to a culture of 'zero harm' where health and safety is everyone's responsibility.

The Council achieved a 15% decrease in the number of 'reportable' injuries to employees in 2015 compared with the previous year: these represent the more serious injuries that are required to be reported externally to the Health and Safety Executive (HSE).

The focus for 2016/17 is to ensure that health and safety risks are managed in a proportionate and efficient way. The Council will build on progress across the six key priority areas, and will also focus on three key principles: Clarity, Competence and Culture.

Links

Coalition pledges
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Single Outcome Agreement

Proposed Corporate Health and Safety Strategy 2016/17

1. Recommendations

- 1.1 It is recommended that the Finance and Resources Committee agree the proposed Corporate Health and Safety Plan for 2016/17, and notes progress and performance for health and safety in 2015.

2. Background

- 2.1 The Corporate Health and Safety Strategy for 2015/16 was agreed in March 2015. The strategy set out six key priority areas, designed to meet a commitment to a culture of 'zero harm' in an environment where health and safety is everyone's responsibility. The key priority areas were:
 - 2.1.1 Governance, assurance and oversight.
 - 2.1.2 Risk management.
 - 2.1.3 Measurement.
 - 2.1.4 Leadership and accountability.
 - 2.1.5 Training.
 - 2.1.6 Communications.
- 2.2 The purpose of this report is to update on progress and performance in 2015 for health and safety, and to set key priorities for 2016/17.

3. Main report

- 3.1 The health and safety of employees, and third parties who are impacted by the Council's operations, is a fundamental responsibility of any organisation.
- 3.2 During 2015, the Council reinforced its commitment to health and safety. A commitment to a culture of 'zero harm' in an environment where health and safety is everyone's responsibility was communicated by Sue Bruce, the former Chief Executive at the inaugural Health and Safety Conference in March 2015, which was attended by over 300 managers and representatives from the Trade Unions.

Health and safety infrastructure

- 3.3 In 2015/16, the Council set out the foundations of an enhanced health and safety infrastructure. Arrangements for health and safety governance and oversight were strengthened, and aligned with the Council's Risk Management Framework. In addition, Corporate Health and Safety also collaborated with Internal Audit on the Schools' Assurance Framework. This was a new initiative in 2015/16, designed to inform and support the Director of Communities and Families' annual assurance statement and enhance the Communities and Families control framework.

Health and safety performance in 2015 (Appendix 1)

- 3.4 The Council achieved a 15% decrease in the number of 'reportable' injuries to employees in 2015 compared with the previous year. These represent the more serious injuries that are required to be reported externally to the Health and Safety Executive (HSE).
- 3.5 In 2015, the employee injury rate was 7.3 per 100 employees and 3.3 minus assaults, a slight increase compared with 7.2 and 3.2, respectively, in 2014. Over half of all employee injuries in 2015 resulted from assaults (with and without intent to cause harm).

Employee support

- 3.6 There was a focus on the provision of support via the Employee Assistance Programme to employees during a period of significant organisational change in 2015/16.

Key priorities and themes for 2016/17

- 3.7 The key priorities for 2016/17 are outlined in Appendix 2. The focus is to ensure that health and safety risks are managed in a proportionate and efficient way. The Council will build on progress made in 2015/16 across the key priority areas, and will also focus on three key principles.



4. Measures of success

4.1 Measures of success include:

- 4.1.1 reduction in losses arising from work related injury and ill health, caused by failure to manage health and safety;
- 4.1.2 reduction in potential for criminal or civil prosecution caused by failure to manage health and safety or failure to meet legal & regulatory requirements; and
- 4.1.3 reduction in potential for reputational damage, associated with failure to manage health and safety.

5. Financial impact

5.1 The financial impact will be contained within existing budgets.

6. Risk, policy, compliance and governance impact

6.1 The Council Health and Safety Strategy sets out priorities to support the management of the following key risks for the Council: Legal Risk, Regulatory (Compliance) Risk, and People Risk. The potential impact of these risks includes death, injury and ill health, in addition to legal liabilities and reputational damage.

7. Equalities impact

7.1 There is no direct equalities impact as a result of this report.

8. Sustainability impact

8.1 There is no direct sustainability impact as a result of this report.

9. Consultation and engagement

9.1 Consultation with the recognised Trade Unions has been undertaken. The proposed strategy has been reviewed by the Corporate Leadership Team (CLT).

10. Background reading/external references

[Report to Finance and Resources Committee, 19 March 2015: Health and Safety: Proposed Health and Safety Governance Framework](#)

Hugh Dunn

Acting Executive Director of Resources

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Links

Coalition pledges

Council outcomes

**Single Outcome
Agreement**

Appendices

Appendix 1: Health and Safety Performance in 2015

Appendix 2: Proposed Corporate Health and Safety Plan
2016/17



Appendix 1

Corporate Health and Safety Performance in 2015



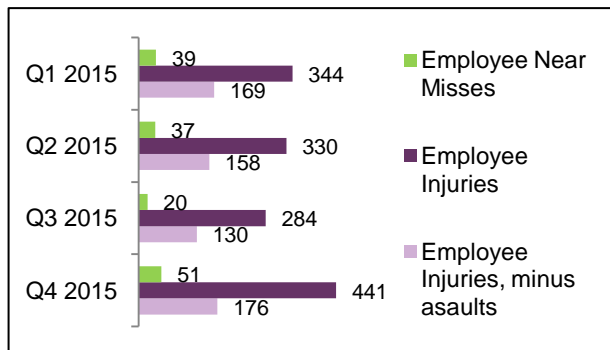
Health and Safety Performance in 2015

Employee Incidents

	Q1	Q2	Q3	Q4
Employee injuries	344	330	284	441
Employee injuries (minus assaults)	169	158	130	176

Near misses**

	Q1	Q2	Q3	Q4
Near misses (with potential impact on employees)	39	37	20	51
All near misses	330	269	270	373



It is recognised that there is under reporting of near misses (based on the Council's reported injury statistics compared with well established injury, near miss ratios), including potentially serious H&S incidents that could have, under different circumstances, resulted in serious injury or fatality.

RIDDOR* Reportable Incidents

	Q1	Q2	Q3	Q4
Major/Specified Injury	6	3	2	7
Over-7 day injury	18	20	9	7
Dangerous Occurrence	2	0	0	0
Member of public to hospital (includes pupils)	1	2	1	2
Occupational Disease	0	1	2	1

Prosecutions

No prosecutions.

Enforcement Action

1. One HSE Notice of Contravention (EBS - asbestos release).
2. 5 HSE investigations were carried out:
 - Liberton High School (goal post incident).
 - Southhouse CSU (assault).
 - EBS (asbestos release).
 - Powerderhall (in response to allegations about unsafe work practices).
 - Parks and Greens (grass cutting incident).

Fire Authority - Letters requiring action

7 letters (predominately involving false alarm activations).

Employee Injuries

There were 1399 employee injuries, and 633 minus assaults. The employee injury rate for 2015 is 7.3 per 100, and 3.3 excluding assaults. This compares with 7.2, and 3.2 excluding assaults in 2014.

RIDDOR Reportable Incidents

There were 18 'major/specified' reportable injuries and 54 over-7 day reportable injuries involving employees.

The total number of 'major /specified' and over -7 day injuries for 2015 was 72. This compares with 85 in 2014 (15% decrease).

There were 2 Dangerous Occurrences (fire at crematorium and asbestos release) . This compares with 3 in 2014.

6 members of the public were taken to hospital (2 members of the public and 4 pupils). This compares with 3 in 2014.

There were 4 Reportable Occupational Diseases (3 hand arm vibration and 1 carpal tunnel). This compares with 1 in 2014.

Top 3 Injury Causes

The top three causes of injuries were:-

1. Assaults on staff (55%)
2. Slips, trips and falls (13%)
3. Injured whilst lifting, handling and carrying (7%)

RIDDOR* We are required to report the most serious incidents to the Health and Safety Executive under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations.

Near miss** is a type of incident which **injury, ill health**, or fatality could have occurred, but didn't actually occur.

Key achievements in 2015/16

Strategic priority area	Key Achievements
Governance Assurance and Oversight	<ul style="list-style-type: none"> • Corporate H&S Governance Framework approved • Membership confirmed for new H&S Groups (Council H&S Group and Council H&S Consultation Forum) • Inaugural meeting held for Council H&S Consultation Forum. Meeting scheduled for Council H&S Group in March 2016 • Specific questions on H&S controls added to Directors' Assurance Statement • Collaboration with Internal Audit on the development and delivery of the Schools Assurance Programme. This was a new initiative in 2015/16 designed to inform and support the Director of Communities and Families' annual assurance statement and enhance the Communities and Families control framework. Audits were carried out in 15 schools to assess the internal controls and processes • 63 H&S audits were carried out as part of the rolling audit programme, plus 2 topic audits (vibration and graveyard safety) • Enhanced oversight on H&S performance (H&S reporting at Corporate Leadership Team (CLT) meetings, Senior Management Team meetings and Risk Committees)
Risk Management	<ul style="list-style-type: none"> • H&S incident investigations extended to all 'reportable' incidents, plus the more serious incidents, to identify immediate and underlying / root causes • Review of existing controls for hand and arm vibration (HAV) • Review of existing health checks / controls for HGV drivers • Initial review of control of contractors • Smoke Free Policy approved. Smoking restrictions extended to areas surrounding Council buildings and play parks, and e-cigarettes
Measurement	<ul style="list-style-type: none"> • H&S incident reporting categories aligned on SHE (electronic H&S management system / database) • H&S performance dashboards developed. Improved insight on H&S performance for both leading and lagging indicators • Health and wellbeing dashboards developed. Improved insight into causes of absence (including stress and musculoskeletal ill health); health surveillance and utilisation of OH and employee assistance programme • Health and Wellbeing Index developed using Pulse Survey Scores to identify potential stressors



Key achievements in 2015/16 (cont'd)

Strategic priority area	Key Achievements
Communications	<ul style="list-style-type: none"> • Health and safety landing page on Orb re-designed • Link to Orb health and safety landing page added to front page of Orb
Training	<ul style="list-style-type: none"> • H&S Communications focus groups held for various employee groups. The feedback will be used to inform the Corporate H&S Communications Strategy • Corporate H&S Training Programme in place – 96 H&S training courses delivered • Oversight in place to support a high standard of training delivery • ‘H&S Training Course for Senior Executives’ delivered for CLT (by external provider) • All existing Corporate H&S training courses (15) reviewed and updated. In addition, sessions plan developed with course aims, objectives and learning outcomes • Corporate H&S Training Strategy for 2016/17 developed
Leadership and Accountability	<ul style="list-style-type: none"> • Inaugural Health and Safety Conference, which was attended by over 300 managers and representatives from Trade Unions. The key message was ‘Health and Safety is Everyone’s Responsibility’ • H&S is standing items at weekly CLT meetings • Generic H&S responsibilities for employees and line managers added to Job Descriptions • H&S roles, responsibilities and accountabilities set out in the Corporate H&S Policy have been reviewed. Further work is underway to clarify operational H&S roles and responsibilities for discharging H&S accountabilities
Corporate H&S Team	Building a new Corporate H&S Team. Recruitment is still ongoing to fill vacant roles

Risk

Safety

**Corporate Health and Safety Plan
2016/17**

Introduction

In 2015/16, the Council set out the foundations of an enhanced health and safety infrastructure, which is aligned with the Council's Risk Management Framework. The arrangements for governance, measurement and oversight for health and safety risks have been strengthened.

Corporate Health and Safety also collaborated with Internal Audit on the Schools Assurance Framework. This was a new initiative in 2015/16, designed to inform and support the Director of Communities and Families' annual assurance statement and enhance the Communities and Families control framework.

The commitment to a culture of 'zero harm' where health and safety is everyone's responsibility was reinforced by Sue Bruce, the former Chief Executive, at the Council's inaugural Health and Safety Conference in March 2015, which was attended by over 300 managers and representatives from Trade Unions.

Susan N Tannahill
Council Health and Safety Manager
Legal and Risk

February, 2016



There was also a focus on the provision of support, via the Employee Assistance Programme, to employees during a period of significant organisational change in 2015/16.

The Council achieved a 15% decrease in the number of 'reportable' injuries to employees in 2015, compared with the previous year: These represent the more serious types of injuries that are reported externally to the Health and Safety Executive (HSE).

The focus for 2016/17 is to ensure that health and safety risks are managed in a targeted, proportionate and efficient way. The Council will build on progress made in 2015/16 across the six key priority areas, and will also focus on three key principles:

- Clarity
- Competence
- Culture



Key priorities and principles in 2016/17

Vision for our city Our vision is to ensure that **Edinburgh is a thriving, sustainable capital city** in which all forms of deprivation and inequality are reduced

Council Business Plan To meet this vision, our Council business plan sets out four strategic priorities which guide all our work

- Improve Quality of Life
- Ensure Economic Vitality
- Build Excellent Places
- Deliver Lean and Agile Council Services

Across all these priorities, the starting point to delivering a thriving, sustainable capital city is ensuring people are safe. Towards this, our Corporate Health and Safety Strategy commits the Council to a **culture of 'zero harm'** and to **proportionate and efficient risk management**, where **health and safety is everyone's responsibility**

Corporate H&S priorities The Council will build on progress in 2015/16 across the **six key priority areas**, and will also focus on delivering work through **three key cross-cutting principles**

- Governance, Assurance and Oversight
- Risk Management
- Measurement
- Leadership and Accountability
- Training
- Communications

Cross cutting principles Our success in delivering these priorities will be enhanced by ensuring all our work is built around these three key cross cutting principles

Clarity
We have absolute clarity on H&S roles and responsibilities for discharging H&S accountabilities, across all Services

Competence
We have sufficient and relevant H&S training and experience or knowledge, at all levels

Culture
We have a culture of 'zero harm' and proportionate and efficient risk management, where H&S is everyone's responsibility



Key priorities in 2016/17

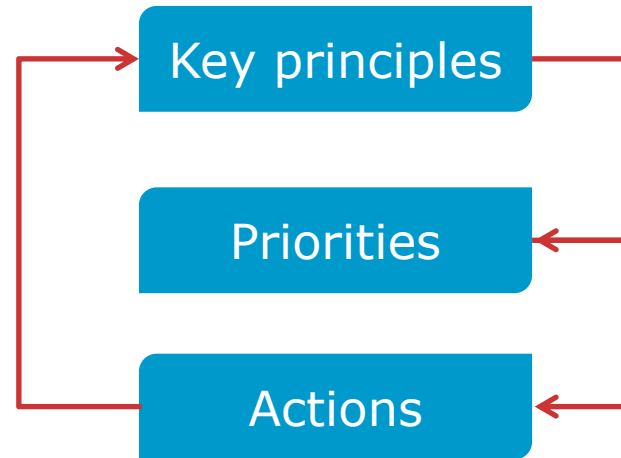
Clarity		Competence	Culture
Strategic priority area	Outcomes	Key Objectives	
Governance, Assurance and oversight	Robust governance and oversight arrangements in place	<ul style="list-style-type: none"> Quarterly meetings held for the Council H&S Group and H&S Consultation Forum H&S performance reported at CLT and Department Risk Committees each quarter. Significant risks and issues escalated as they arise 	
	Communities and Families control framework further enhanced	<ul style="list-style-type: none"> Schools' Assurance Framework extended across Communities and Families (to include community centres, residential schools and early years centres in addition to primary and secondary schools) Continued collaboration with Internal Audit 	
	H&S assurance programme in place	<ul style="list-style-type: none"> 2016 H&S audit programme delivered H&S audit template refreshed (aligned with ISO18001 standards) 	
	Independent (external) H&S audits undertaken	<ul style="list-style-type: none"> Internal Audit for Health and Safety (by PwC) Independent external H&S audit in schools (by Insurers) 	
Risk Management	H&S plans in place to deliver the 2016/17 strategy	<ul style="list-style-type: none"> Corporate H&S plan in place and delivered Department H&S plans in place and delivered 	
	Corporate H&S Policy re-launched and sub Policies reviewed and updated	<ul style="list-style-type: none"> Corporate H&S Policy reviewed and updated, setting out key controls and roles, responsibilities and accountabilities for health and safety Sub-policies reviewed and updated 	
	Existing controls strengthened for significant H&S risks	<ul style="list-style-type: none"> Review hazardous activities/ significant risks at Service level across all Directorates, to identify opportunities to strengthen existing controls 	
	Absolute clarity on H&S roles and responsibilities for discharging H&S accountabilities	<ul style="list-style-type: none"> Blue print operational H&S roles and responsibilities set out for schools Operational H&S roles and responsibilities set out for other areas as appropriate (where there is ambiguity) including Health and Social Care Integration 	
Measurement	H&S performance measured against agreed KPIs and benchmarking information	<ul style="list-style-type: none"> H&S performance dashboards developed on a quarterly basis Benchmarking for H&S incident statistics 	

Key priorities in 2016/17 (cont'd)

Clarity		Competence	Culture
Strategic priority area	Outcomes	Key Objectives	
Leadership and Accountability	Health and safety culture strengthened	<ul style="list-style-type: none"> • Health and Safety Conference held – focus on Risk Assessment 	
	Clarity on H&S accountabilities	<ul style="list-style-type: none"> • H&S accountabilities clearly defined and communicated (as part of the Corporate H&S Policy re-launch) 	
Training	H&S awareness and competence strengthened, at all levels	<ul style="list-style-type: none"> • Develop a training needs analysis methodology and guidance to support managers to identify H&S training requirements 	
		<ul style="list-style-type: none"> • Review and refine existing Corporate H&S training programme to offer proportionate and relevant H&S training at all levels (including Elected members, Directors, Senior Managers, and role specific) 	
		<ul style="list-style-type: none"> • Deliver Corporate H&S training programme, ensuring consistent high standard of delivery 	
Communications	Health and safety awareness strengthened through targeted H&S communications	<ul style="list-style-type: none"> • Develop and roll out Corporate H&S communications strategy 	
	H&S information and guidance is easily accessible	<ul style="list-style-type: none"> • Review and refine H&S information and guidance on Orb 	
Corporate H&S Team	All vacant roles filled and team re-aligned		

Embedding our principles

This strategic plan is underpinned by three key principles which inform and drive all our work. These principles are essential to the success of our priorities. In turn, our priorities are built around ensuring these principles are strongly embedded in everything we do.



	Clarity	Competence	Culture
Cross Cutting principles	We have absolute clarity on H&S roles and responsibilities for discharging H&S accountabilities, across all Services	We have sufficient and relevant H&S training and experience or knowledge, at all levels	We have a culture of 'zero harm' and proportionate and efficient risk management, where H&S is everyone's responsibility
Supporting priorities	We will ensure clarity through our priorities of: Governance, Assurance and Oversight Risk Management, and Measurement	We will ensure Competence through our priorities of: Training, and Governance, Assurance and Oversight	We will embed our culture of zero harm through our priorities of: Leadership and Accountability Training, and Communications

