
NORTH AYRSHIRE COUNCIL

20 March 2018

Cabinet

Title: **Health and Safety Annual Performance Report 2017**

Purpose: To provide Cabinet with an update on the Health and Safety performance within Council Services over the 12 month period, 1st January 2017 to 31st December 2017.

Recommendation: It is proposed that Cabinet approves the good progress made in Health and Safety during 2017 and agrees to receive a further progress report in 12 months.

1. Executive Summary

- 1.1 Health and Safety can be legally complex and cuts across every service within the Council. North Ayrshire Council has a legal duty of care to protect the health, safety and welfare of its employees and others who are affected by its business. Corporate Health and Safety operates in partnership with all Services and external partners to provide advice, guidance and support to improve the health and safety culture and ultimately reduce the risk of injury and ill-health incidents.
- 1.2 A revised and improved Health, Safety and Wellbeing Policy and Statement approved by Cabinet and endorsed by the Chief Executive was published at the start of 2017, to reinforce the Council's commitment and accountability for health and safety at the highest level.
- 1.3 Corporate Health and Safety issues and keeps under review a range of guidance documents to reflect organisational change and new updated working practices.
- 1.4 Results from the work related stress survey were published in 2017 which indicate that overall the Council is 'Very Good' at managing workplace stress. Service management continues to implement action plans to address local issues and minimise stressors in the workplace.
- 1.5 The Electronic Incident Reporting Process has been rolled out to all Services which has significantly reduced the amount of paper being handled and has streamlined reporting to improve the quality of information gathered and our ability to effectively identify incident analysis and trends.
- 1.6 Health and Safety Audits were carried out on the Control of Asbestos Regulations. The results demonstrate the importance that Council Services place on managing this risk.

- 1.7 Corporate Health and Safety continues to provide a wide range of training, using both electronic and short course formats, delivered both internally and using external providers.
- 1.8 Information is provided within the report which illustrates the incident trends within the Council. Aggression and Violence incidents continue to return the highest numbers and Services continue to work with the relevant groups to examine causes and develop reduction strategies. Notably slips/trips and falls have increased as a result of better reporting and a Council-wide promotional campaign will be rolled out in 2018.

2. Background

- 2.1 The Health and Safety at Work Act places a Duty of Care on employers towards employees while they are at work. To meet its Duty of Care, it is essential that the Council works proactively to provide safe systems of work and risk assessments, as well as monitoring health and safety performance.
- 2.2 Monitoring the Council's performance of health and safety requires statistics to be gathered and analysed, to identify appropriate actions. The monitoring is undertaken by Elected Members, Chief Officers, Senior Management Employees and Trade Unions.
- 2.3 To support effective Health and Safety monitoring, each directorate holds a Health and Safety Planning Group meeting, normally chaired by a chief officer on a quarterly basis. The purpose of these meetings is to review, discuss and plan operational Health and Safety performance, actions, incident statistics and review statistical reports. Given the very low number of incidents, the Finance and Corporate Support Health and Safety group meets less frequently and is chaired by the Senior Manager (Internal Audit, Risk and Fraud).
- 2.4 Furthermore, on a quarterly basis, the Corporate Health and Safety team reports on directorate performance statistics, health and safety projects and performance to the Corporate Health and Safety Group chaired by the Leader of the Council and attended by senior health and safety representatives from all services and Trade Unions.
- 2.5 The Health and Safety Annual Report, which is attached at Appendix 1 to this report, is a key part of the monitoring and reporting process to Elected Members.
- 2.6 The Annual Report outlines in detail the following:
 - Developments during 2017
 - Corporate Health and Safety Training
 - Incident Statistics
 - Planned Improvements for 2018

3. Proposals

- 3.1 It is proposed that Cabinet approves the good progress made in Health and Safety during 2017 and agrees to receive a further progress report in 12 months.

4. Implications

Financial:	None.
Human Resources:	Supporting health, safety and wellbeing for Council employees, customers and service users.
Legal:	Ensuring that the Council meets its Duty of Care and complies with Health and Safety legislation. Failure to do so may result in prosecutions or financial penalties.
Equality:	None.
Children and Young People:	
Environmental & Sustainability:	None.
Key Priorities:	A robust Health and Safety culture supports the Council priority of 'Supporting all of our people to stay safe healthy and active'.
Community Benefits:	None.

5. Consultation

- 5.1 The Corporate Health and Safety Team consults regularly on Health and Safety with Elected Members, employees and trade unions. The subjects within this report have been shared at directorate planning groups and at the Corporate Health and Safety group.



Laura Friel
Executive Director (Finance and Corporate Support)

For further information please contact **James Walls, Corporate Health and Safety Manager** on **01294-324679** or **Paul Doak, Senior Manager (Internal Audit, Risk and Fraud)** on **01294-324561**.

Background Papers

N/A

CORPORATE HEALTH AND SAFETY

ANNUAL REPORT 2017

Version:	Final
Date:	06/03/2018
Author:	James Walls
Classification:	Public



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

CORPORATE HEALTH AND SAFETY ANNUAL REPORT 2017

1 Background

- 1.1** The Health & Safety at Work Act places significant requirements on employers to ensure a Duty of Care to employees while at work. To meet its Duty of Care, it is essential that the Council provides safe systems of work, carries out risk assessments and monitors health and safety performance in relation to its services, employees and service users. Monitoring the Council's performance of health and safety requires statistics to be gathered and analysed, to identify appropriate action. The monitoring is undertaken by Elected Members, Chief Officers, Senior Management, Employees and Trade Unions.
- 1.2** To support effective Health and Safety monitoring, each directorate holds a Health & Safety Planning Group meeting, normally chaired by a chief officer on a quarterly basis. The purpose of these meetings is to review, discuss and plan operational Health and Safety performance, actions and incident statistics. Given the very low number of incidents, the Finance and Corporate Support Health and Safety group meets less frequently and is chaired by the Senior Manager (Internal Audit, Risk and Fraud). On a quarterly basis, the Corporate Health and Safety team reports on directorate performance statistics, health and safety projects and performance to the Corporate Health and Safety Group chaired by the Leader of the Council and attended by senior health and safety representatives from all services and Trade Unions.
- 1.3** The Corporate Health and Safety team comprises three Health and Safety Advisers and one team manager who provide professional advice, guidance and support to each directorate, including health partners, aiming to improve safety performance.
- 1.4** The Corporate Health and Safety team continues to promote the theme of "Safety in Mind". The overarching aim of this theme is to raise the profile and understanding of Health and Safety in the workplace and to keep health and safety at the forefront of all our employees' minds on a day to day basis.

2 Developments during 2017

- 2.1** As with any organisation, it is essential for the Council to demonstrate that there is a commitment to continuously improve the way health and safety is managed and implemented.
- 2.2** This section of the report demonstrates where the Corporate Health and Safety Team has supported and implemented Council-wide improvements within Health, Safety and Wellbeing.

Health, Safety and Wellbeing Engagement

- 2.3** During 2017, the Corporate Health and Safety Team has actively engaged in a variety of sessions, meetings and workshops to raise the profile of Health and Safety and Wellbeing in the workforce. These have included a presentation to Elected Members on their responsibilities and accountabilities under Health and Safety legislation, presentations to Chief Officers and their senior management teams and engagement with Trade Unions on new guidance such as the Driving at Work Policy.

- 2.4** This engagement has produced positive results including Health and Safety objectives being embedded and driven by the Executive Leadership Team for 2017/18. As part of this, the Chief Executive and all other Chief Officers commenced site visits towards the end of 2017. These visits include discussions with front line staff to demonstrate a visible commitment to health and safety. These visits will continue throughout 2018.

Reviews of Policies and Guidance

- 2.5** To ensure all Employees have access to current health and safety information and advice, all policies and guides have been published on the Council intranet and external website.
- 2.6** The Corporate Health, Safety and Wellbeing Policy (CHS&WP) has been revised and was re-launched Council wide at the beginning of 2017. This is the main overarching Health and Safety Policy which communicates the Council's commitment, direction and priority of protecting employees' health, safety and wellbeing within the workplace. The policy provides clarity and definition of workplace responsibilities at each level within the Council and was developed in partnership with Chief Officers, Employees and Trade Unions.
- 2.7** The following other guidance documents have been updated during 2017:
- First Aid at Work
 - Driving at Work Guidance
- 2.8** The following documents have been under review during 2017 and will be launched in 2018:
- Fire Safety Policy (this will be reported to Cabinet for approval)
 - Fire Safety Guidance
 - Premises Fire Register
 - Smoking Policy
 - Risk Assessment Guidance
 - Risk Assessment Template

Health and Safety Audits

- 2.9** The Corporate Health and Safety Team audited nine premises and three Construction Projects on the Control of Asbestos.

2.10 Premises Audited

Ardrossan Academy
Ardrossan Civic Centre
Argyle Community Centre
Castleview Day Centre
Eglinton Park
Gowanlea Day Centre
Haysholm School
Streetscene Depot, Saltcoats
Mountview Children's Unit

Construction Projects Audited

Corsehill Primary School
Irvine Royal Academy
Loudon Montgomery Primary School

- 2.11** The audits within the nine Council premises were positive, with no issues identified; however, deficiencies were identified in the 3 Construction Projects audited. These actions were for contractors and were in relation to Asbestos Awareness training, capture of 'Asbestos within Work' method statements and risk assessments, site inductions and holding the correct documentation at site.
- 2.12** For the first time, Health and Safety findings are being recorded in the Pentana Performance Database to help ensure actions are addressed, monitored and completed.

Collaborative Working Relationships

- 2.13** The team has developed and improved partnership working across the Council and with our external partners to share information and improve services. These include working with Risk and Insurance to review incidents and systems relating to compensation claims and payments and working with the Scottish Fire and Rescue (SF&RS) where we strengthened communications to identify and address audit findings. We have also improved confidence within SF&RS and reduced the number of health and safety issues found within premises.
- 2.14** On a quarterly basis, Council and NHS health and safety lead officers meet to promote health and safety improvements within Health and Social Care.
- 2.15** In order to strengthen collaboration within the Council, a restructure within Finance and Corporate Support in December 2017 brought together the Health and Safety and Risk and Insurance teams. Both teams are now within People Services and report to a single Senior Manager.

Electronic Incident Reporting

- 2.16** An essential element of health and safety is the reporting of incidents. Previously, incidents have been recorded on paper forms which is resource intensive and subject to errors or non-reporting. The new electronic system, which has been developed and launched Council-wide, has streamlined incident reporting and greatly improved information gathering and the ability to effectively determine incident analysis and trends. 2017 saw the last groups of employees being trained on the new system which is also now being utilised to provide freedom of information health and safety statistics on the Council website.

Stress Survey Results

- 2.17** During 2017, the results of the Council-wide stress survey carried out in 2016 were published and reported to the Executive Leadership Team. The results indicated that, whilst the overall stress level for the Council is 'Very Good', the main potential workplace stressors are (increased) demands and the continued change affecting all services. Managers are now working through action plans with their teams to minimise stressors in the workplace.

Near Miss Campaign

- 2.18** Near Miss Reporting and Investigation has been identified as one of the key pro-active actions to prevent future incidents from taking place. A 'Near Miss Campaign' was developed towards the end of 2017 and launched at all Directorates' Senior Management Teams. The aim of the campaign is to raise awareness among employees as to what a near miss is and why they should be reported. The campaign will be cascaded to employees during 2018 with an expectation that there will be an ongoing increase in reporting of near misses. Near Miss incidents are treated the same as an actual incident which results in injury or damage; they are investigated and improvements put in place to help prevent an actual incident taking place.

3 Corporate Health and Safety Training

- 3.1** A variety of training events were delivered across the Council during 2017. The team has reviewed course content and introduced flexible methods of delivery such as twilight and in-service courses as well as developing new e-learning online packages on fire awareness. The improvements will increase employee access, flexibility of learning and understanding health and safety in the workplace.
- 3.2** Table 1 below shows the courses that were run during 2017 and the numbers of delegates on each in comparison to 2016. A number of new courses were introduced in 2017; Fire Warden E-Learning, Fire Safety Awareness E-Learning, and Aggression and Violence/Lone Working.
- 3.3** Fire Warden training has decreased in 2017 as there were a high number of fire warden vacancies in 2016 which had to be filled; however, bespoke premises specific fire warden training was conducted for care home employees which complements the fire safety audits undertaken by Scottish Fire and Rescue.
- 3.4** The small increase in Risk Assessment training is positive, as this is one of the most important factors within pro-active health and safety. The increase in IOSH Managing Safely, which is one of the key tools managers must have to manage health and safety in the workplace, reflects the commitment to a positive health and safety culture.
- 3.5** There has also been a significant uptake of the new course relating to aggression and violence; this is extremely positive as this area returns the highest number of incidents.

Table 1

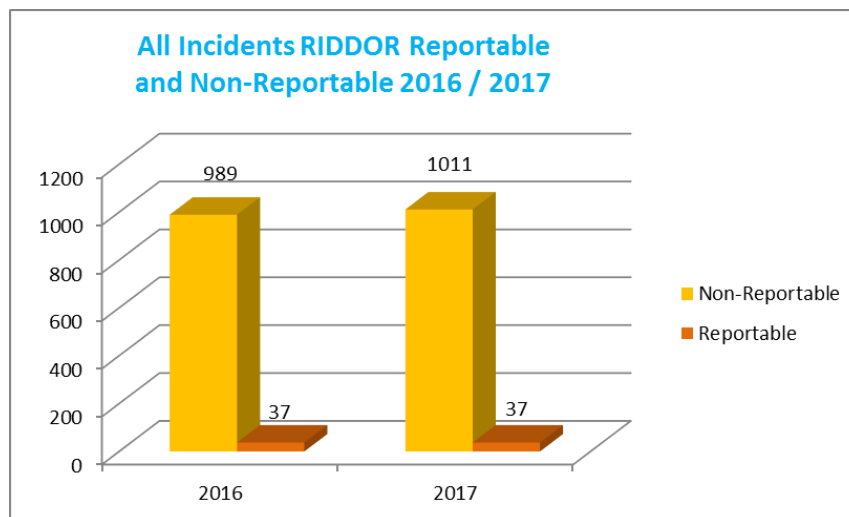
Course Title	No of delegates 2016	No of delegates 2017
Fire Warden	210	142
Fire Warden E-Learning	0	51
Fire Safety Awareness E-Learning	0	215
Risk Assessment	92	112
Risk Assessment Overview	12	20
Asbestos Awareness E-Learning	14	61
Managing Stress	33	84
Stress Awareness	48	34
Understanding Stress Management	22	42
IOSH Managing Safely	35	38
Aggression & Violence / Lone Working	0	183

4 Incident Statistics

- 4.1 A key part of the Corporate Health and Safety Team's monitoring role is to collect and review statistics on all reported Health and Safety incidents and near misses.

All Reported Health and Safety Incidents

- 4.2 Graph 1 below provides an analysis of incidents over a 24 month period and shows a comparison of all incidents from 1st January to 31st December 2016 and 1st January to 31st December 2017.

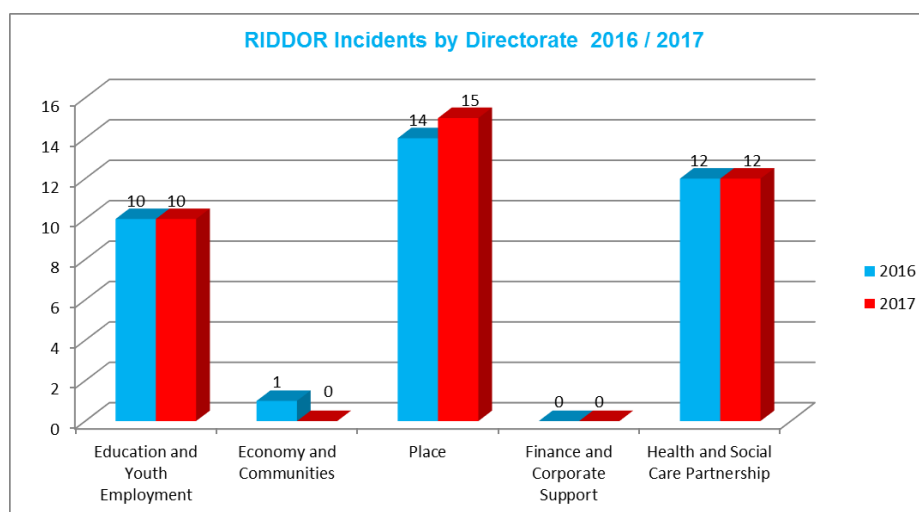


Graph 1

- 4.3 The graph shows an increase in the number of incidents reported in 2017 compared to 2016. There were a total of 1026 incidents in 2016 and 1048 incidents in 2017. Further detailed analysis is provided in the paragraphs below within this report.

RIDDOR Incidents by Directorate

- 4.4 The Council has a legal duty to report certain incidents to the Health and Safety Executive as per the requirements of the Reporting of Injuries Diseases and Dangerous Occurrences Regulations (RIDDOR). Graph 2 below shows a comparison of RIDDOR reportable incidents across all directorates over the last 2 years.

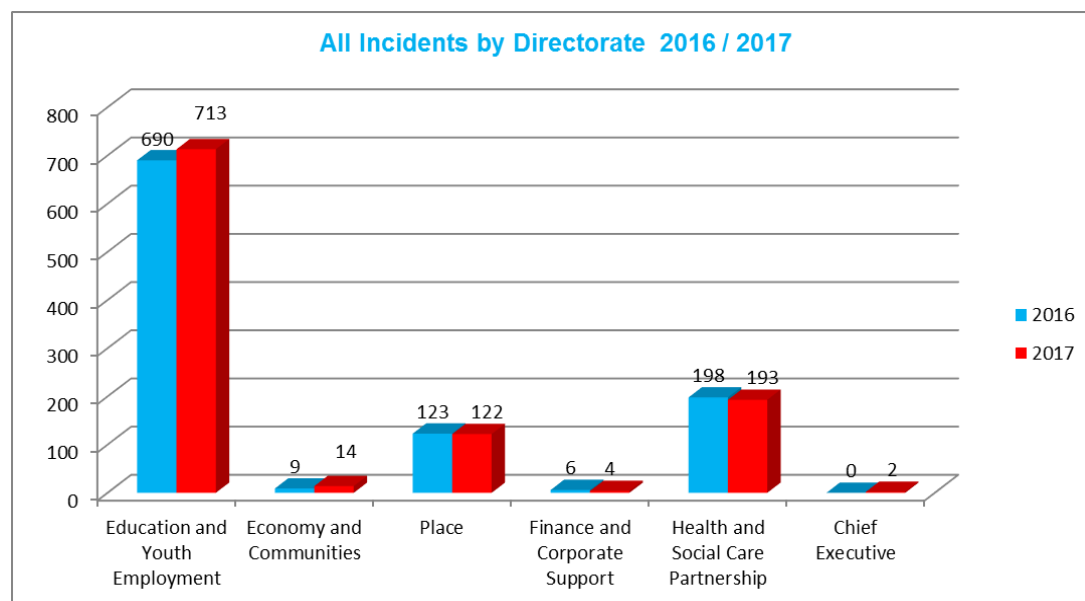


Graph 2

- 4.5** Graph 2 shows that the Place Directorate has reported the highest number of RIDDOR incidents, followed by the Health and Social Care Partnership and then Education and Youth Employment. These are the three main operational areas within the Council and it is to be expected that these would be the areas generating the more serious RIDDOR Incidents. Both 2016 and 2017 saw 37 incidents per year.
- 4.6** Within the RIDDOR reporting requirements, there are two main categories which are Specified Injuries (more serious injuries) and Over 7 Day Injuries. In 2017, the Council had a reduction in Specified Injuries with a total of 11 compared to 14 in the previous year.
- 4.7** The main cause of RIDDOR incidents in both 2016 and 2017 was 'Slips Trips and Falls', although there was a small reduction from 20 incidents in 2016 to 16 in 2017.
- 4.8** Directorates comply with the findings identified in all RIDDOR Incident Investigation reports which identify corrective actions to help prevent reoccurrence. Directorates also share their RIDDOR incidents and the findings to the Corporate Health and Safety Group to help others learn from experience.

All Incidents by Directorate

- 4.9** Graph 3 below gives an analysis of the total number of all incidents that have occurred over the 2 year period and breaks down the incident statistics by directorate.

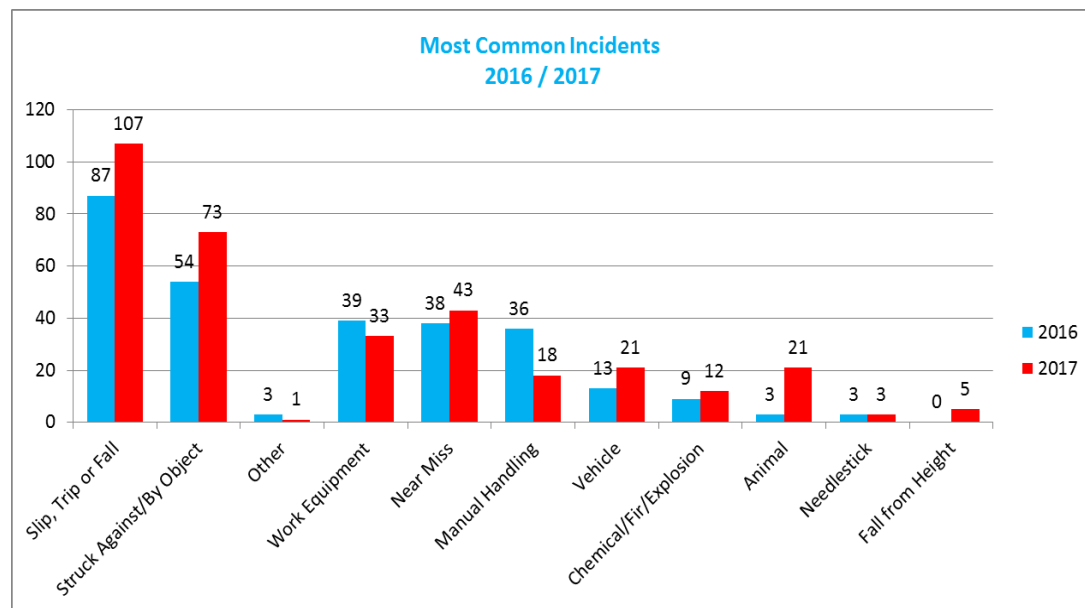


Graph 3

- 4.10** This shows that Education and Youth Employment recorded the most incidents during 2017, followed by the Health and Social Care Partnership and then Place.
- 4.11** Further detail on the incidents within these three Directorates is provided later in this report; however, no further information is provided on Economy and Communities, Finance and Corporate Support or Chief Executives as the number of incidents is very low. This helps to focus attention on the most significant areas.

Most Common Incidents (excluding Aggression and Violence)

4.12 Graph 4 below shows the total number of incidents by cause (excluding Aggression and Violence) across the Council over the past 2 years.



Graph 4

4.13 Other than Aggression and Violence incidents, which are analysed below, the cause showing the highest number of incidents for 2017 is 'Slip Trip Fall' with 107 incidents, which is an increase of 20 on the previous year. There are no specific reasons to explain the increase, however some of the main causes were ice, moss, obstacles on ground and exiting vehicles. Slip Trip Fall Campaign material is currently being developed for roll out in late Summer and Autumn 2018, in advance of winter.

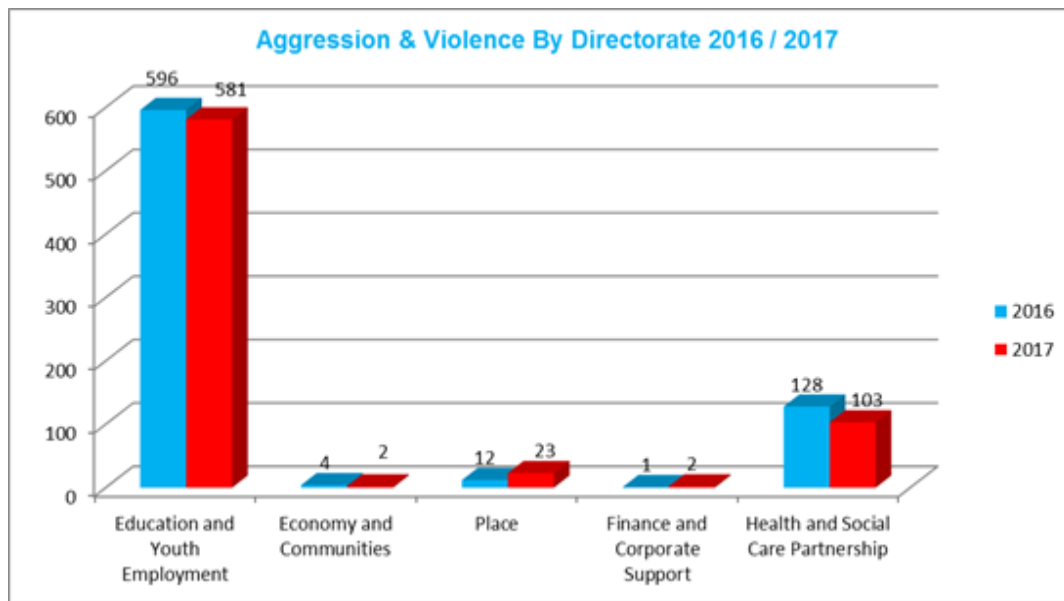
4.14 In 2016 the Council reported 38 near miss incidents; this increased to 43 in 2017 which is a positive situation as the reporting of near miss incidents is a pro-active way of dealing with issues before they become incidents. Details of the Near Miss Campaign are provided at 2.18 above.

Aggression and Violence Incidents

4.15 Graph 5 below gives an indication of where aggression and violence incidents are taking place and shows that, in 2017, there was a reduction of 30 incidents across the Council, from 741 to 711. Education and Youth Employment continues to experience most of the incidents, but a high number of these sit within the ASN and Primary Schools and can be categorised as being without intent to injure.

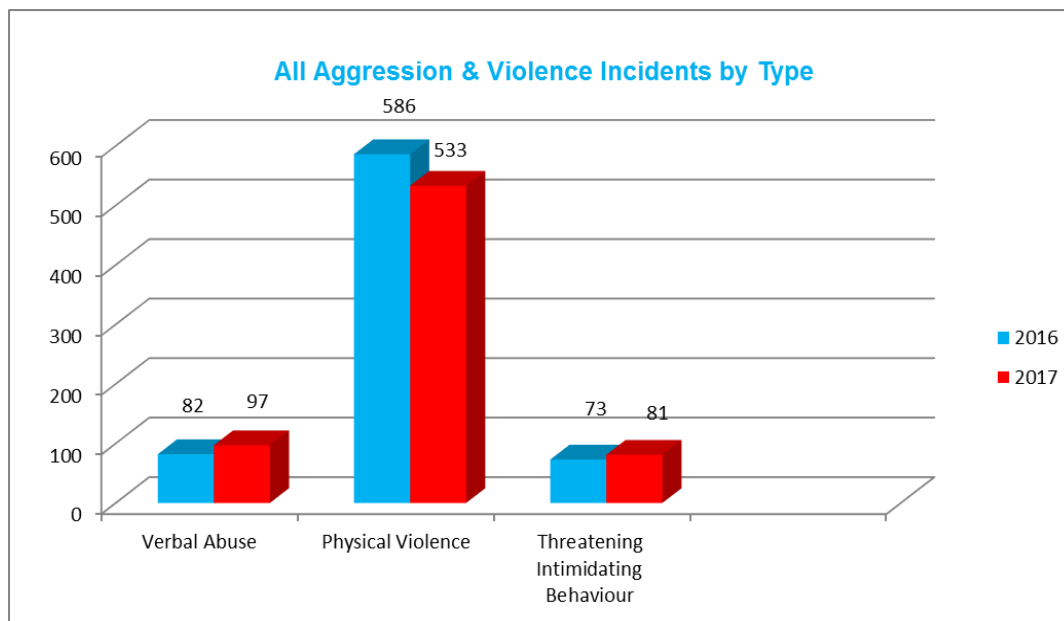
4.16 There is also a significant but reducing number of incidents within Health and Social Care. All Crisis and Aggression, Limitation and Management (CALM) related incidents are reviewed by Behavioural Support Co-ordinators. A review of health and safety management arrangements is underway within residential child care and will continue into 2018. CALM training has been reviewed and the Positive Behaviour Support Policy is in final stages of review. CALM practice sessions are held six weekly on site and are formally recorded. All staff are trained in both theory and practical.

4.17 Place Directorate has experienced an increase from 12 to 23 but numbers remain relatively small; the majority of incidents occur within Facilities Management, Housing and Waste Management and appropriate training is in place.



Graph 5

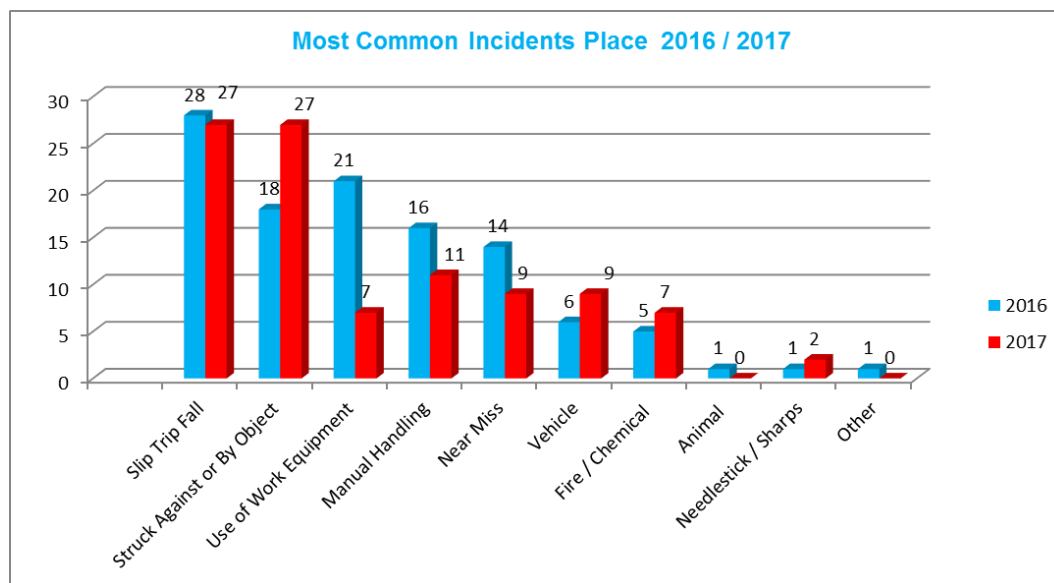
4.18 Graph 6 gives more detail on the type of aggression and violence incidents that are taking place with physical violence being the most significant cause.



Graph 6

Place Directorate

- 4.19** Graph 7 below gives a detailed analysis of the common types of incidents (excluding Aggression and Violence) within the Place Directorate.

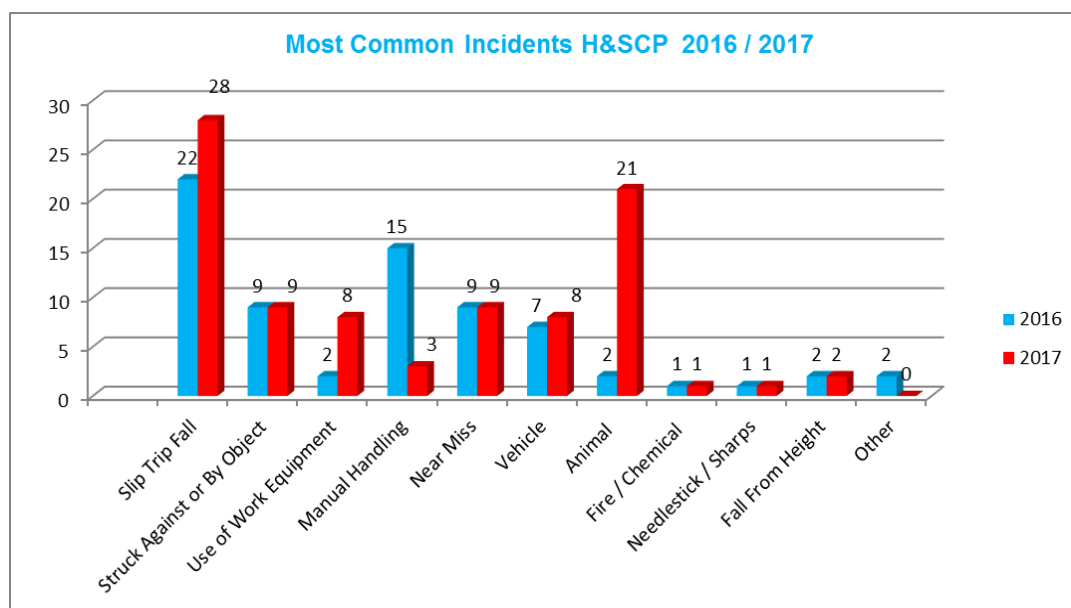


Graph 7

- 4.20** Excluding Aggression and Violence, there was a total of 111 incidents for 2016 and 99 for 2017. 'Struck Against/Struck By Object', 'Vehicle' and 'Chemical/Fire' incidents have increased. Within Place, there is engagement and interaction with dangerous plant and equipment and it is good to see that in 2017 there has been a significant reduction in incidents involving the use of work equipment although numbers are relatively small.
- 4.21** The Place Directorate Health and Safety planning group continues to meet on a quarterly basis to deliver a directorate health and safety action plan and monitor progress, ensuring good governance around Health and Safety issues. This performance reporting is further underpinned by managers providing updates to the Executive Director and Heads of Service.
- 4.22** Focusing on employee well-being, the directorate continues to engage with occupational health including 3,918 contacts during the year, 60 mini health checks, 280 inoculations, 421 counselling and 944 physiotherapy appointments. In addition, the Directorate continues with Well-being site visits with a range of employees attending. This regular event is embedded into the 2017/18 Place Directorate health and safety action plan to roll out across the whole Directorate.

Health and Social Care Partnership

- 4.23** Graph 8 below gives a detailed breakdown of incidents within the Health and Social Care Partnership (excluding aggression and violence) and shows a small increase in 2017 (90 incidents) versus 2016 (72 incidents). The overall increase can be explained by the number of animal incidents which were all in relation to flea infestations. 'Slip Trip Fall', 'Struck Against/By Object' and 'Use of Work Equipment' incidents were the main causes. The number of manual handling incidents has significantly decreased; this may be as a result of the increased level of moving and handling training being carried out within the Partnership.

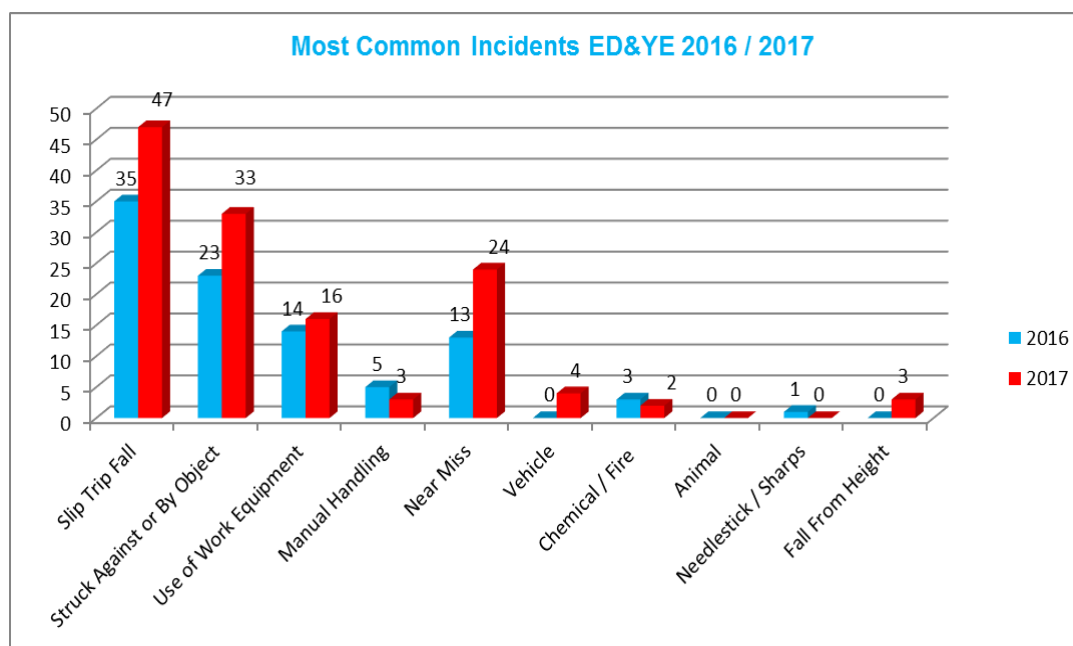


Graph 8

- 4.24** The highest incident type (outwith aggression and violence) is 'Slip Trip Fall' which has increased from 22 to 28. The planned Slip, Trip, Fall awareness campaign should help to address some of the causes and help to raise awareness among employees.
- 4.25** Manual Handling has seen a decrease in incidents of 80% compared to 2016 and could be attributed to the level of training implemented within the Partnership. All moving and handling related incidents are reviewed by Behavioural Support Co-ordinators. Moving and handling training has been reviewed to include plus size people and palliative care. Bespoke training for the moving and handling of plus size people and induction training has been increased in duration to enable more in depth experience for delegates. Bespoke onsite training is being delivered for the use of lifting equipment.
- 4.26** The Partnership organised Mindfulness and Wellness Recovery Action Plan courses for employees which assists in self-designed prevention and wellness and also supports employees in managing their own mental health, wellbeing and recovery from any physical or mental health problems. These courses evaluated very positively, particularly within residential child care settings. The Partnership intend to run further sessions during 2018.
- 4.27** The Partnership continues to operate a Managing Absence working group with trade unions and managers, chaired by the Head of Service to consider absence actions. In addition the annual flu vaccination programme was delivered where employees received immunisation at drop in clinics.

Education and Youth Employment

4.28 Graph 9 below gives a detailed analysis of incidents within the Education and Youth Employment Directorate where it is evident that in 2016 and 2017, Slip Trip Falls are returning the highest numbers outwith Aggression and Violence incidents.



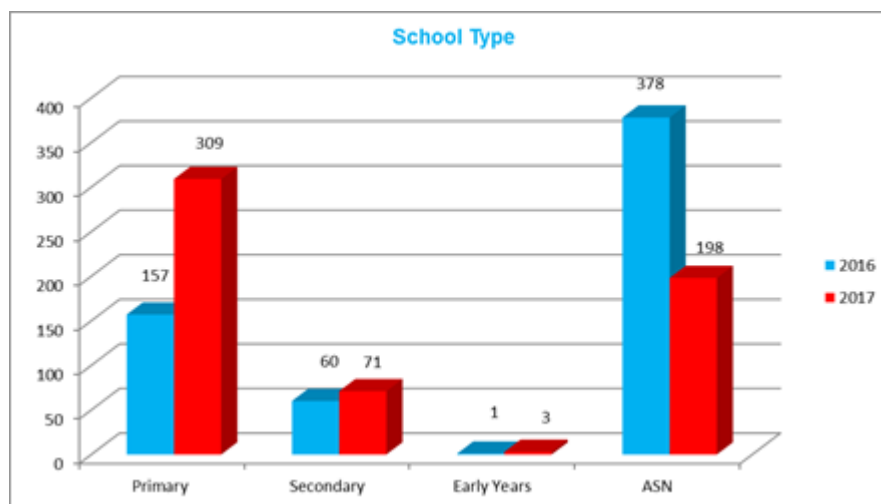
Graph 9

4.29 In 2017, 'Slip Trip Fall' incidents have increased by 12. Following analysis of all incident information there is no clear reason for this increase; there is the possibility that with the introduction of the electronic reporting system, and the subsequent training of employees, more incidents are being recorded. The areas generating the highest numbers of slip trip fall incidents are classrooms with a total of 11, playgrounds with 10 and gymnasiums with 6. This area will be targeted through the 'Slip Trip Fall' campaign in 2018.

4.30 It is also important to note the increased reporting of near misses. In line with the aims of the Near Miss Campaign, this is a positive development.

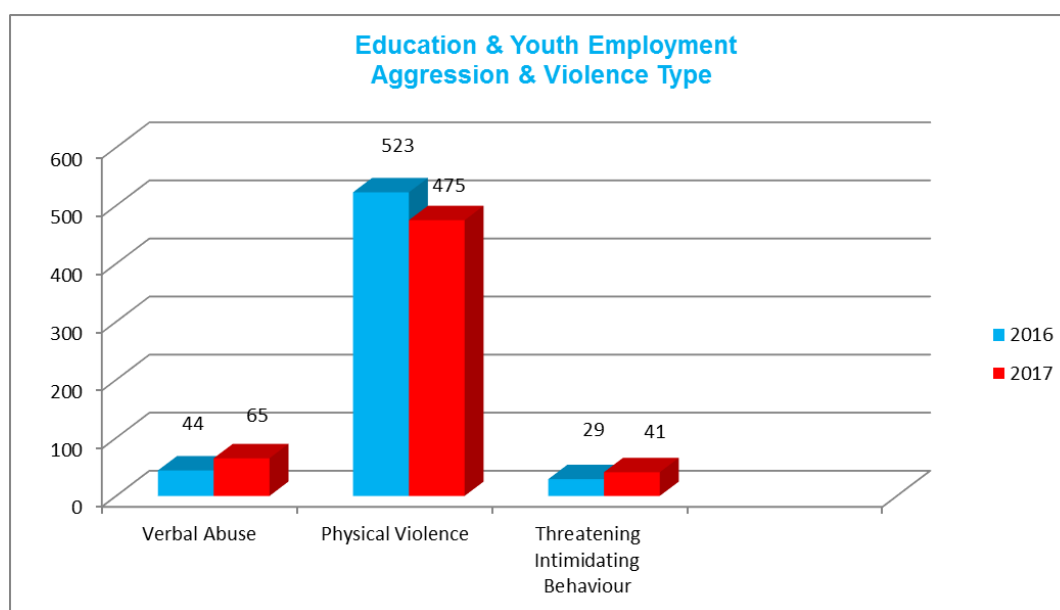
4.31 Aggression and Violence incidents within Education and Youth Employment have decreased by a total of 15 between 2016 and 2017, from 596 to 581.

4.32 Graph 10 below gives further analysis and shows that the highest number of incidents are taking place within primary schools with a 96% increase in 2017. A factor in this increase may be that children who previously would have been placed in ASN schools are now being retained in primary schools. The graph shows a corresponding decrease in incidents within ASN schools by 47%.



Graph 10

- 4.33** Graph 11 below shows a comparison of the type of aggression and violence incidents with physical violence returning the highest numbers. This is largely as a result of children with Additional Support Needs where each child's needs can affect their levels of frustration or behaviour, such as a medical condition, associated medication and/or circumstance. This can result in three or four reports being submitted on the same day involving the same child. Children also engage in aggression without intent and this is a new category which has recently been introduced within the Health and Safety Incident Reporting (HSIR) system and will be included in the 2018 annual report.



Graph 11

- 4.34** Staff and Trade Unions have explored ways of trying to reduce the number and type of Aggression and Violence incidents; schools will continue to review pupil care plans and where appropriate consult and discuss pupil needs with parents and health partners.

5 Planned Improvements for 2018

- 5.1** To meet the requirements of Health and Safety legislation in relation to the Duty of Care and to improve the management of Health and Safety within the Council, it is important to identify areas to improve the safety culture and performance at all levels.
- 5.2** Corporate Health and Safety in conjunction with directorates will seek to implement continuous improvement in a variety of ways as appropriate. The following improvement actions are currently planned for 2018:
- Complete the roll out of the 'Near Miss Campaign' and ensure that Near Miss reporting becomes the norm
 - Complete development of an 'Incident Investigation Training Course for Managers/Supervisors' and roll out to services
 - Further develop the Health and Safety Incident Reporting System to capture vehicle incidents
 - Roll out of a new Risk Assessment Form and Guidance
 - Finalise and implement the Fire Safety Policy, Guidance and Premises Fire Register and take the Policy to Cabinet for approval
 - Roll out the Slip Trip Fall Campaign in late-Summer and Autumn 2018 prior to the Winter period when the highest number of incidents takes place
 - Review and cascade new or amended Health and Safety Policies/Guidance