

# Corporate Health and Safety Annual Report 2014-15

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## 1. Introduction

- 1.1 Welcome to our Corporate Health and Safety Annual Report for 2014-15. In this report we highlight the key achievements and progress made during the period 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2015. The aim is to provide the public of Lincolnshire, and others interested in Health and Safety, with information on what we are doing to protect our employees, volunteers, contractors, clients, service users, pupils and members of the public.
- 1.2 Health and Safety in the Council is part of the overall Risk Management Strategy, which aims to identify and manage risks to the Council and to its services to the public. Health and Safety focuses on the risks of injury and ill health that can arise from the wide range of activities necessary to deliver services to the people of Lincolnshire.
- 1.3 We are committed to managing our risks in a balanced and proportionate way that supports the delivery of services in Lincolnshire. Our approach of "*Risk aware, not risk averse*" allows us to protect people without stopping them from enjoying their lives.

## 2. Risks

- 2.1 An organisation such as LCC with a broad range of activities needs to manage an equally wide variety of risks. The following list represents some of the most common risks encountered across the council:

- Lone working
- Violence and aggression
- Musculoskeletal injuries
- Slips and falls
- Transport and road risk
- Work-related ill health, including work-related stress

- 2.2 To ensure that risks are identified and managed proportionately, we have developed risk-assessment procedures for use by managers and staff.

Our approach to managing risk is concerned not only with protecting our staff, but also other parties who may be affected by - or who assist us directly in delivering - our activities, e.g. pupils, members of the public, volunteers and contractors.

Examples of some of the ways in which we manage and monitor our risks to 'others' include:

- Through our high standards of volunteer management - including comprehensive guidance, training and support for our volunteers to help keep them safe in their activities;
- Robust and active monitoring of standards for Health and Safety within our Lincolnshire County Council Highways Alliance;
- The Schools' Health and Safety Self-Assessment Programme that allows us to actively monitor Health and Safety standards within our schools.

- Joint working with our health, education and ambulance partners to ensure an integrated approach to the management of moving and handling risks to people, including vulnerable adults, children and their carers;
- A planned programme of inspections of construction projects that are being undertaken on behalf of the Council;
- Sharing of best practice with partners and other interested parties – e.g. all of our corporate Health and Safety policies, guidance and model risk assessments are freely downloadable from the Council's website.

**2.3** This was the final year of Mouchel providing operational Health and Safety support as a result of the existing support services contract terminating in March 2015. Although they continue to undertake their planned auditing and inspection work of Council services, one of the main priorities was to work together within this final year to ensure a smooth transition of staff and the services delivery during the TUPE process.

## **Performance for 2014-2015**

**3.1** We are pleased to report that the Council continues to maintain good standards for Health and Safety. Our Health and Safety resources focus on and support areas of greatest need, and review and improve existing systems to achieve ever-greater efficiency. During this year:

- We have had no serious health and safety incidents (i.e. no fatalities, improvement or prohibition orders).
- We introduced the Trip, Slip and Fall Campaign with regular internal communications, messages and posters promoting it throughout the year. Looking at the accident statistics, the number of serious injuries to employees resulting in absence from work has reduced, as have the general number of these types of reported injuries for both employees and non-employees.
- We have fully implemented the new on-line PO3 accident reporting system and closed down the old system, prior to the Future Delivery of Support Services (FDSS) transfer. We are continuing to work with service areas to tailor the system to suit their needs.
- We have developed a process for producing and issuing 24 Health and Safety bulletins covering various subjects, i.e. gas safety, hoist safety, legionella updates and myth-busting.
- We reduced the number of contracted Mouchel Health and Safety days for 2014-15 from 1,202 to 1,002. This was due partly to staff leaving and partly to the impact on recruitment as a result of restrictions placed upon us by the FDSS process, and the transferring of Mouchel staff over to LCC.

Our main achievements against our work plan / priorities are detailed in section 3.3.

**3.2** Following the decision to TUPE the Mouchel Health and Safety team back to LCC as of April 1<sup>st</sup> 2015 a great deal of work has been undertaken to ensure as seamless a transition as possible. Work undertaken to achieve this included:

- Regular meetings with all representatives from both sides to ensure key targets were clearly identified, that milestones for achieving these targets were being met and that any problems were identified early, with appropriate action taken.
- Several workshops were held with Directorate Health and Safety leads, focusing on possible delivery models and options available for a newly-formed internal Health and Safety team.
- A meet-and-greet event was held between those staff transferring over and the existing Corporate Audit and Risk Management (CARM) teams.
- Quarter-year Directorate Health and Safety work plan templates were produced, identifying key tasks to ensure continuity of service provision during the transition period, and the planned restructure of the team from the June 2015 consultation start to the Oct 2015 implementation of the new structure.

### **3.3 Main Achievements**

Last year we set ourselves a number of key priorities for 2014-15. Our achievements towards each of those targets can be seen as follows:

#### **Strategic Safety**

##### **3.3.1 What we said**

- We would fully implement the new PO3 on-line accident reporting system, closing down the old system and archiving relevant historic data.

##### **What we have achieved**

- *Access to the old system for employees to record incidents was closed down and replaced with links to the new system. Administration access to the old system remains, for monitoring and evaluation purposes.*
- *We have continuously adapted the PO3 front-facing on-line form based on feedback from the service areas to ensure more accurate recording of incident/accident data. This period of review and evolution will continue for the foreseeable future.*
- *We now have the ability to report on specific accident or injury types, and to clearly identify trends and patterns more accurately, in a fraction of the time it took using the old PO3 system.*
- *We continue to work with the developer to improve the system and have been working on a new access portal to allow managers to have direct access to all incident records that relate to their service area. Although still*

*in the final development stages, once completed this will allow managers to have an oversight of their incident records and to identify local trends and patterns, allowing them to target Health and Safety resources to key areas.*

### **The impact/outcomes**

- **Identifies the key safety-critical and higher-risk incidents/accidents at both a corporate level and within the specific service areas.**
- **Enables us to better target the Health and Safety resources on the safety-critical issues and risks identified through the PO3 system.**
- **Has enabled us to identify potential improvements to our current RIDDOR reporting and recording procedure.**

### **3.3.2 What we said**

- Ensuring systems and procedures are developed and implemented for the transfer of the Mouchel Health and Safety team over to the Council, causing minimal disruption to the continued delivery of the operational Health and Safety support service.

### **What we have achieved**

- *Six Health and Safety advisers (5.6 FTE) successfully TUPE'd over from Mouchel on 1<sup>st</sup> April 2015.*
- *We developed Quarter 1 Directorate Health and Safety work plans to ensure critical areas of support were identified and appropriate resources allocated during the initial stages of the transition from Mouchel to LCC.*
- *We held several workshops with managers and Directorate leads to assist us with the development of a new operational Health and Safety support services service level agreement.*

### **The impact/outcomes**

- **The Health and Safety key support services continued with minimal distribution throughout the FDSS project.**
- **The TUPE'd officers were all successfully inducted into LCC employment quickly and without major problems.**
- **We now have full control over this service and can undertake a full internal review and restructure allowing us to fit within the budget constraints and the council's needs moving forward.**

## Audit and Monitoring

### 3.3.3 What we said

- We would undertake a Health and Safety audit of the Castle, Victorian Prison and Heritage Centre following the completion of major construction works.

#### What we have achieved

- *The audit of the castle was undertaken and achieved a high score with only minor deficiencies identified.*
- *The specific inspection of the Victorian Prison was undertaken, focusing on the staircases, landings and handrails/barriers following safety concerns that the existing barriers did not offer an adequate level of protection against children falling through. Several options were identified to reduce the risk and it was agreed that an additional mesh panel would be fitted that could be easily removed as and when needed.*
- *The audit also identified significant improvements to the Health and Safety management of the Heritage Centre.*

#### The impact/outcomes

- **The specific inspection of the Victorian Prison handrail identified a hazard that hadn't been identified at the design stage. This could potentially have had very serious consequences if suitable preventative action hadn't been taken. However, the report gave several options available to the management team on how this risk could be sensibly managed, reducing the remaining risk to an acceptable level whilst maintaining the historical integrity of the prison for visitors, and compliant with any restrictions placed on us by English Heritage.**

### 3.3.4 What we said

- We would undertake baseline Health and Safety audits on all operational windmills sites where LCC has some level of involvement or responsibility to identify areas for improvement; then to take necessary action or to make recommendations in order to obtain reassurance that acceptable levels of Health and Safety are being implemented.

#### What we have achieved

- *Health and Safety audits were undertaken at the four windmills within our audit criteria – i.e. Heckington Mill, Alford Mill, Dobson Mill and Ellis Mill.*

- *Full reports with advice and recommendations were provided, including relevant procedures and necessary support at two of the tenanted windmill was provided.*

### **The impact/outcomes**

- **The support provided to the tenanted windmills enabled them to achieve improvements to both their minimum Health and Safety standards and their levels of compliance.**
- **We confirmed that the windmills managed by LCC had only minor deficiencies, and action was taken quickly to resolve these.**

### **3.3.5 What we said**

- To continue our existing program of Health and Safety site inspections of highway maintenance operations.

### **What we have achieved**

- *We undertook 721 inspections, focusing predominantly in the West and South Divisions.*
- *Only 8% of these inspection resulted in an adverse report being made against a contractor on site.*

### **The impact/outcomes**

- **The fall in the number of adverse site inspections reflects continual improvements in compliance across the whole of the highway network.**
- **This data illustrates that a more focused inspection regime in future, requiring fewer site visits, should still allow us to maintain these levels of compliance (and in some areas may still continue to show improvements).**

### **3.3.6 What we said**

- We would undertake Health and Safety inspections of children's services-related buildings, i.e. children's and youth centres, residential care homes, etc.

### **What we have achieved**

- *Following an OFSTED inspection of Training and Learning Centres (TLC), all four LCC-controlled TLCs and ten externally-provided TLCs were visited and audited, identifying a number of Health and Safety issues.*
- *A number of children's centres were visited with no major issues or concerns being identified.*
- *We visited one of our residential homes following an excessive amount of PO3 forms being completed for "assaults" on employees. Further*

*investigation identified that in the majority of cases, these weren't actually "assaults" but more a result of interaction between employees and children with very complex care needs. Amendments were made to the PO3 form and specific options made available, in relation to the interaction between employees and services users, to enable them to record these types of incidents more accurately to reflect the true picture and without contaminating the genuine "assaults" data.*

\*Assaults – a conscious decision by a service user to either physically or verbally attack an employee

## **The impact/outcomes**

- **The audit of the TLC buildings identified serious shortfalls in the level of competence of a contractor's employee responsible for overseeing Health and Safety compliance for external contractors. Once this came to light, the contractor providing this service replaced the individual with a competent adviser.**
- **Identifying clear patterns of behaviour from PO3 forms, and assisting with the implementation of targeted action and a care plan review, resulted in the elimination and/or better control of certain patterns of extreme behaviour.**

## **Training and Resources**

### **3.3.7 What we said**

- We'd undertake targeted training in high-risk service areas / specific high-risk operations.

### **What we have achieved**

- *Refresher training for 29 officers on the Dangers of Overhead Power Cable (GS6).*
- *Excavation safety courses run for relevant personnel following the trench collapses on contractor sites at Holbeach, and the Health & Safety Executives (HSE) enforcement notice at Grantham.*
- *Training for Fire and Rescue in relation to the new requirements under the Control of Asbestos (CoA) regulations including de-contamination procedures, face-fit test for Respiratory Protective Equipment (RPE) and record-keeping.*
- *Delivered all of the agreed CfBT Educational Trust's Health and Safety Management and Governor Training. Some additional training was also undertaken, e.g. asbestos/legionella management, fire safety, manual handling, etc.*

### **The impact/outcomes**

- **Compliance with changing HSE requirement/standards in relation to emergency services' exposure to asbestos.**



- **Learning lessons from other organisations' experiences and taking proactive measures designed to actively reduce the risk of similar incidents occurring within LCC.**
- **Increased awareness of the key Health and Safety duties and responsibilities of head teachers and governors, especially as schools become more independent and accountable for their own decisions and budgets.**

### **3.3.8 What we said**

- Standardise the sling range to enable easier/ quicker access to appropriate products for a wide range of service users. Increase clarity and reduce confusion regarding the prescription of slings, as well as reducing the incidents of non-contract special products being purchased.

### **What we have achieved**

- *Undertaken an analysis of current prescribing practices.*
- *Presented LCC requirements to a group of multi-agency prescribers from the four most highly-used suppliers. A second day's work was undertaken to evaluate the resultant sling ranges against the criteria that LCC had established.*
- *Further work was undertaken with the successful supplier – Silvalea - in order to make the sling range bespoke to Lincolnshire and compatible with the existing design for consistency and ease of use.*
- *Two training days were undertaken with Silvalea to introduce the new sling range to 40 x Occupational Therapies.*

### **The impact/outcomes**

- **Whilst precise savings expected from the introduction of the new slings is difficult to calculate on a like-for-like basis with the existing products, the new slings have a cheaper unit cost, achieving savings on each and every purchase. Based on ordering patterns for the last three months of 2014, the potential savings per quarter is estimated at over £7,000, equating to approximately £30,000 per annum.**

### **3.3.9 What we said**

- It became apparent that the number of reported incidents relating to drive-through occurrences and verbal assaults towards School Crossing Patrols (SCP) was increasing. Lincolnshire Road Safety Partnership (LRSP) intended to reduce these figures by using and promoting the use of chest-mounted video recording equipment (Chest Cam) at high-risk sites across the County. Any footage captured would be used as evidence in any subsequent Police proceedings.

### **What we achieved**

- In order to achieve a reduction in these incidents, LRSP instigated a pilot scheme and decided to purchase four video-recording units for rotational use. A procedure was devised outlining collaboration with Lincs Police, training for users, witness statements and handling of evidence. The project is expected to be rolled out following communications and approval.

### The impact / outcome

- **Awaiting implementation. The expected outcome of successful implementation will be a reduction in the number of SCP incidents and an increased awareness amongst road users of the potential for video-recording equipment being used.**

### 3.3.10 What we said

- We'd undertake a review of the existing body armour used by Trading Standards employees to establish whether it meets current standards or needs to be replaced due to its age/efficiency.

### What we achieved

- *All existing stab vests were recalled and examined, literature was reviewed and relevant guidance provided, lead officer reassessed needs, risk and best practice.*

### The impact / outcome

- **New and improved inserts for stab vests were procured, as were a number of new vests for different operational requirements.**
- **Operational planning, risk assessments and safe working practices were reviewed to decide how vests are issued and controlled. Decisions were made to use safer professional vests, comparable to equipment used by the Police, in higher-risk situations.**

## 3.4 Accidents/incidents and other related data

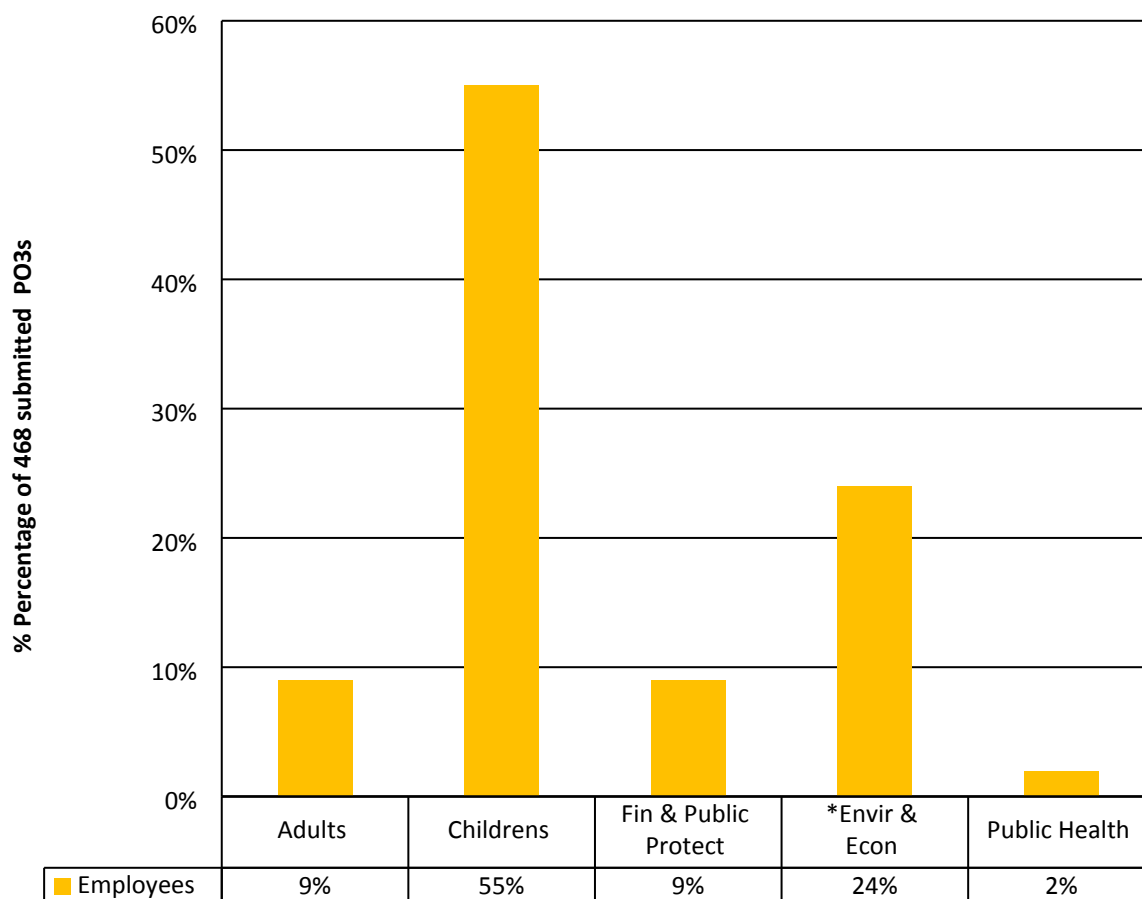
### 3.4.1 The accident / incident statistics have shown improvements in a number of key areas:

- 67% reduction of reported injuries that result in more than a 3-day absence from work.
- 61% reduction in the number of reported injuries related to the manual handling of loads and materials (i.e. not people).
- 5% reduction in the total number of reported slip, trip and fall injuries.
- 50% reduction in the number of slip, trip and fall injuries resulting in absence from work.
- No fatalities, reportable diseases or reportable dangerous occurrences.

- 3.4.2** This is the first full year of running the new PO3 incident reporting system. Throughout this first year we have continuously monitored how people are using the system, including the type of incidents that PO3s are being used to record, along with details of the types of injuries. The system has then been adapted to ensure this information can be recorded as accurately as possible, in addition to being relevant and useful to the individual service area. This process will continue as the council evolves and, wherever new risks or hazards emerge, the PO3 system will be adapted to suit our needs.
- 3.4.3** We've seen a 26% reduction in the total number of all reported accidents and incidents on the new PO3 system (the old PO3 system was still in operation for part of this financial year). This level of reduction was also mirrored within the numbers of reported accidents or incidents involving non-employees (i.e. service users, pupils, contractors).
- 3.4.4** We've seen a similar reduction in the number of reported employee accidents and incidents, with a 27% reduction in the number of work-related accidents resulting in some form of absence from work. Only 11 of these reported injuries resulted in the employee needing three or more days off work, compared to 20 in 2013-14, equating to a 45% reduction.
- 3.4.5** For the first time, the new PO3 system allows us to see the percentage split of submitted PO3s within each Directorate (Figure. 1).

Figure .1

### Employees PO3 Incident Reports 2014-15



\* The Environment & Economy Directorate figures still contain the Libraries & Heritage statistics.

**3.4.6** As you can see from the information in Fig. 1, over half of all the submitted employee PO3 forms are from Children's Services (CS). Although at first glance this does look somewhat alarming, there are several key contributing factors to take into consideration:

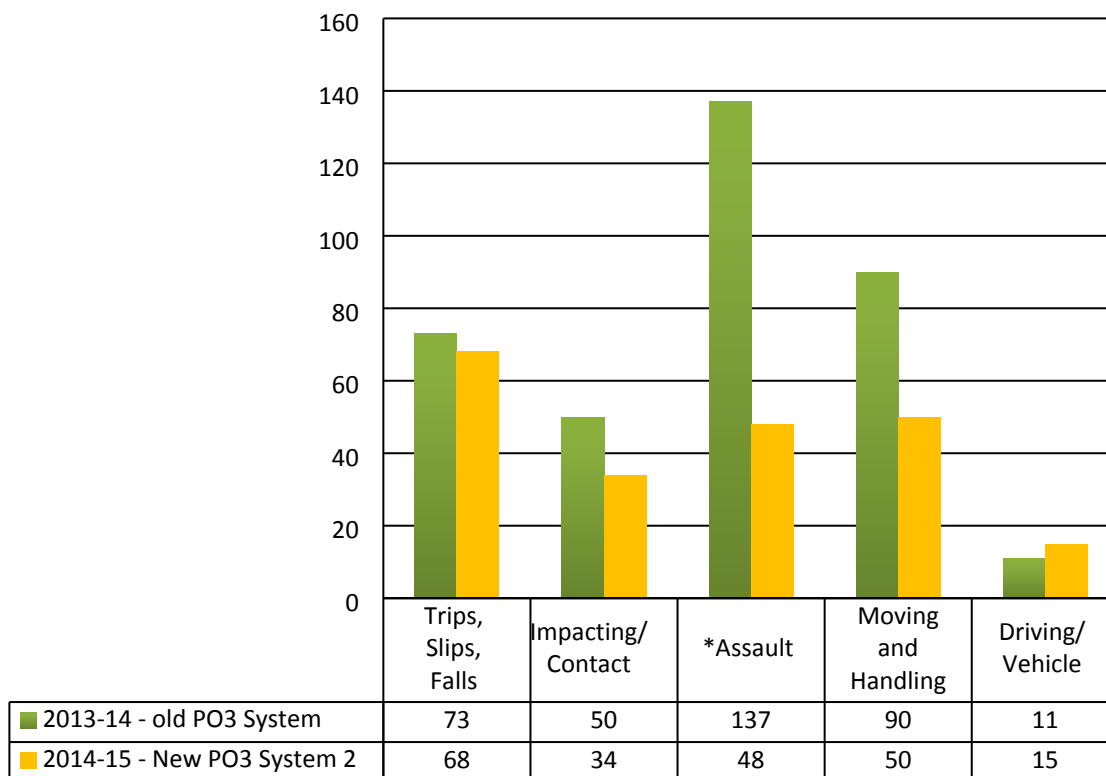
- Accounting for schools, CS have the highest number of employees by a considerable margin.
- CS are still directly responsible for delivering a large number of services.
- We've worked with CS to develop specific new options within the new PO3 system to enable them to accurately record data centrally for the first time.
- We've encouraged CS employees to use the PO3 system to record *all* types of incidents, i.e. regardless of their nature and of whether or not they resulted in an injury.

Although the total number of submitted PO3 forms is significantly higher compared to all other Directorates, when you calculate the rate of reported PO3s per 1,000 employees, CS have a ratio of 51:1,000 - which is no higher than the overall Corporate ratio for 2014-15 of 52:1,000.

**3.4.7** The differences between the old and new PO3 systems make it difficult to benchmark data against previous years' statistics . However, we have pulled out the top five areas/type of incidents reported last year and compared them against the same areas from this year's statistics (Figure .2).

Figure .2

### Employees Top 5 submitted PO3s



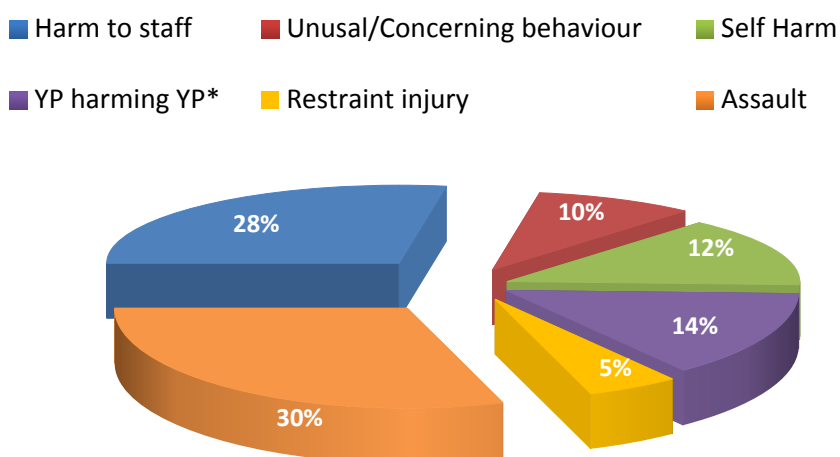
\*Assault stats for Children with disabilities are not included within this table, these are recorded separately.

**3.4.8** Figure 2 a dramatic fall in the number of reported incidents of "assault" suffered by our employees. The old PO3 system only had two options available for employees for this type of incident, i.e. "physical" or "verbal" assault. However, this didn't take into account the complex nature of some of the services we provide, or the particular needs of some service users.

We identified that over 80% of all reported "assault" PO3s on the old system related to Children with Disabilities teams - further investigation found that these were rarely incidents of genuine assaults. The new PO3 allows us to create bespoke options for the Children with Disabilities team to accurately record events within their service areas, allowing them to better identify trends and patterns. This will enable the focus of resources on key areas, but without obscuring genuine cases of assault recorded on the new PO3 system. Details of the Children with Disabilities stats for the last two quarters of 2014-15 (Figure .3)

Figure .3

### Breakdown of Specific PO3 Options



\*YP = Young Person

**3.4.9** This year we saw a slight increase in the reported number of vehicle-related incidents on the new PO3 system. Out of the 15 recorded vehicle/driving-related incidents, 8 were School Crossing Patrol – reporting a "drive though" incident.

## 4 Plans and Targets for 2015-16

**4.1** We have identified the following key priorities for 2015-16:

- To undertake a fundamental review of the new internal operational Health and Safety service, i.e. development and implementation of the newly-restructured team and based on the needs of the council within the approved budget.

- Development of a new service level agreement (SLA) for the delivery of our operational Health and Safety services.
- The development of an external client base by identifying Health and Safety services that can be offered into non-maintained schools, academies and other public sector organisations in order to generate income.
- Review of the current corporate G5 Fire Risk assessment policy, taking into account our new approach to undertaking Fire Risk Assessment and improving the current managers' guidance on Personal Emergency Evacuation Procedures (PEEP).