

MIDDLESBROUGH COUNCIL



## CORPORATE AFFAIRS AND AUDIT COMMITTEE

<b>Report title</b>	<b>HEALTH &amp; SAFETY AND WELLBEING ANNUAL ASSURANCE REPORT</b>
<b>Chief Executive or Director</b>	James Bromiley, Strategic Director of Finance, Governance and Support. Geoff Field, Director of Environment and Commercial Services.
<b>Date</b>	8 <sup>th</sup> February 2018
<b>Purpose of the report</b>	To provide an annual review of the corporate approach to the management of Health & Safety (H&S). Detailing the outcome of a service review and subsequent action plan created to improve the effectiveness of Health and Safety within the Council.  Provide an annual review of Health and Wellbeing (H&W) in the workforce
<b>Summary of the report</b>	The Council continues to take steps to implement effective Health and Safety and Health and Wellbeing across the organisation. The report provides a review of progress made during 2017/18 and plans for 2018/19
<b>If this is a confidential report, which exemption(s) from the Schedule 12a of the Local Government Act 1972 applies?</b>	
<b>Decision(s) asked for</b>	That the Committee notes the outcome of the annual review and endorses the proposed action Plans for 2018/19'
<b>Impact of decision(s)</b>	Agreement to support the planned activities for the next 12 months will enable the work on H&S / H&W to continue. This will Contribute to achieving the Mayors Vision and Strategic Plan.
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## **What is the purpose of this report?**

1. To provide an annual review of the corporate approach to the management of Health & Safety (H&S). Detailing the outcome of a service review and subsequent action plan created to improve the effectiveness of Health and Safety within the Council.
2. Provide an annual review of Health and Wellbeing (H&W) in the workforce.

## **Why is this report necessary?**

3. This report aims to provide assurance to the Committee that Health and Safety and Health and Wellbeing policies and practises within the Council are in line with legal obligations, and consistent with the principals of good practises.

## **Why is Health & Safety important to the Council?**

4. Effective H&S Management protects the Council and its customers from risks (health and safety, service failure, legal compliance etc.) and enables the Council to achieve its objectives.
5. As the level of Council resources has contracted, even greater importance is placed on ensuring delivery of effective H&S across the organisation to ensure the Council's resources are used efficiently.

## **How Health & Safety is currently managed within the Council?**

6. H&S Management is the collective responsibility of all elected members and officers of the Council. The Council's approach to H&S Management is articulated through the Health & Safety Policy.
7. The H&S Policy:
  - defines the Council's legal duty;
  - outlines the objectives and benefits of effective H&S Management;
  - sets out the different roles and responsibilities held by Elected Members; Managers, Employees and the H&S Unit.
8. In addition to the policy the Corporate H&S Committee, chaired by an Executive Member meets on a quarterly cycle.
9. Operational H&S procedures, risk assessments, method statements and the reporting of accidents or near miss incidents are recorded through the use of standardised documentation.

## **Health and Safety Management 2017/18 Activities**

10. In January 2017 the Health and Safety Unit transferred from Human Resources to the Strategic Asset Management (within the Directorate of E&C). The team comprised of 1 Senior Advisor (0.5 FTE), 1 H&S Advisor (1.0 FTE), 1 Fire Regulation Advisor (0.61 FTE) and 1 H&S Trainer (0.6 FTE).
11. An initial scoping exercise was undertaken to better understand current duties and how effective they were being delivered across the Council.

12. The principal conclusions drawn were;
  - a. There was insufficient Strategic Leadership and Operational Management.
  - b. Due to the specialist nature of each role there was no generic resilience within the team.
  - c. Health & Safety had a low profile, there was a view that there was a need for change to refresh leading to H&S becoming embedded within the organisations culture.
  - d. The integration of the H&S team into the wider Directorate of Environment & Commercial Services would contribute to the council's duty relating to ensuring staff, visitors and buildings are managed in compliance with H&S legislation, contributing to the Corporate Landlord Model.
  - e. The rationale for undertaking H&S and Fire audits was in need of a review to ensure resource was being used effectively.
13. In order to deliver on the conclusions, a review of the service has been undertaken with the appointment of a new Health and Safety Manager (30th October 2017) to provide effective management and leadership of the team.
14. The manager will be supported by 4 Generic H&S Advisors (2.5 FTE's). The creation of the new Health and Safety Advisor role will provide capacity and resilience within the team to service the wider organisation effectively.
15. In looking at the council's wider approach to Health and Safety the council has a corporate Health and Safety Committee, three Joint Consultative Committees (JCC's) within Education, Social Care and Environment & Commercial Services. Health and Safety is also an agenda item at the regular Corporate Trade Union meetings (TUM). Further work will be undertaken to understand the effectiveness of these forums in strengthening the culture of health and safety across the organisation.
16. LMT have agreed to include Corporate Health & Safety as an agenda item to be regularly discussed and continue this theme through their own DMT's and SMT's to demonstrate that health & safety is a strategic driver and part of the organisation's culture.
17. A Health & Safety presentation has been developed for Executive Leaders to refresh them on their understanding of their legal duty in ensuring H&S is an important part of the organisation's culture and governance.
18. Meetings have been held with colleagues from Policy & Performance to develop a risk register and performance information that will provide clear oversight of health and safety management within the organisation. Further work to be undertaken in 2018/19.

### **Health and Safety Management Activities for 2018/19**

19. During 2018/19 John Armstrong, Health and Safety Manager will build on the progress made within 2017/18. The action plan is shown at appendix 1.

## **Why is Health & Wellbeing important to the Council?**

The Council's Managing Health, Attendance and Wellbeing policy and procedures provides the framework for the range of health and wellbeing services currently offered to employees and consists of:

- a. Counselling which is accessed by self-referral and is a completely confidential service currently provided by Alliance Psychological Services.
- b. Physiotherapy which employees can request if this has been recommended by their GP and there is undue delay via the NHS. Services currently provided by Body2Fit.
- c. MRI scanning can be provided if recommended by GP or Specialist Medical Practitioner and there is undue delay via the NHS. This service is currently provided by Alliance.
- d. Back Care Programme which is also delivered by Physiotherapists from Body2Fit and delivered as 3 x 2 hour sessions. Employees can be referred by their line managers via the HR Business Partners.
- e. Occupational Health Services which are currently delivered by Durham County Council Occupational Health Team.

Sickness absence rates are high with an outturn figure for 2016/17 as 9.59 FTE (4.32%) and have continued to rise throughout 2017 with an expected outturn for 2017/18 estimated at around 10.68 FTE. The highest reason for absence is Stress and Mental Health related issues, second highest reason is Musculoskeletal and the third highest reason is Infections.

The Council signed up to the Extra Life initiative in 2017 which seeks to address health inequalities in Middlesbrough, increase life expectancy rates and offers health improvement opportunities aimed at reducing preventable, long term illnesses.

As an employer, the Council has achieved 'Continuing Excellence' standard in the North East Better Health at Work Awards and is seeking to improve the health and wellbeing offer for its employees.

## **Health & Wellbeing Activities in 2017/18**

- a. Lunchtime activities such as Tai Chi and Pilates are now offered on a Tuesday and Thursday at 1200 hours at the Live Well Centre.
- b. Stress Buster sessions (2 hours) were run quarterly by the TUC.
- c. Mindfulness taster sessions (half day) were offered on a quarterly basis.
- d. Mental Health First Aid training (full 2 day programme) was delivered by Teesside Training Hub and a total of 18 people trained in 2017 with plans to train a further 16 in January 2018.
- e. World Mental Health Day was celebrated in October with promotion of 'Alright Teesside event' and drop in sessions at the Live Well Centre and a Quiz themed event at Easterside Hub.
- f. Health Champions were recruited (8) under the Extra Life initiative with plans to increase this in 2018 as further training dates become available.
- g. Carer's Rights Day was celebrated on 24<sup>th</sup> November 2017 with information stands at Civic Centre and the Independent Living Centre.
- h. Jamie Oliver's Ministry of Food Programme (8 x 1 ½ hour sessions) were delivered to 10 members of staff at the Live Well Centre. The programme focuses on cooking healthy, sustainable and cost effective family meals.

- i. Campaigns such as Stoptober, Love to Ride – Cycle challenge and Be Clear on Cancer were promoted.
- j. Leadership Team took part in the Small Changes – Reduce your Risk (Cancer prevention campaign) which was actively promoted by Social Media.
- k. HR Team are now regularly attending all Induction (Market Place events) and have promoted 'Know your Units' and 'Mocktails' under the Dry January campaign.
- l. Winter Health programme with 350 flu vaccines given.
- m. 2 x Back Care programmes delivered by Body2Fit. (Programme is 3 x 2 hour sessions).
- n. A full Staff Health Survey will be conducted in January 2018.

### **Health & Wellbeing Activities planned for 2018/19**

- a. Develop a full programme of events based on results of Staff Health Survey.
- b. Establish a focus group for working carers in collaboration with Carers Together and conclude work for Carer Friendly Workplace Accreditation.
- c. Rollout of training for Health Champions and form a working support network
- d. Rollout of further cohort of Mental Health First Aiders (making a total of 34) and increase coverage across all workplace settings.
- e. Mental Health First Aid Lite (half day session) to be rolled out to Middlesbrough Managers across 2017-2019.
- f. Mental Health Awareness E-Learning to be published in January 2018 which will be available to all staff.
- g. Increase take-up of participation in World Mental Health Day and Mental Health Awareness weeks.
- h. Mindfulness programme with increased session content to be delivered (6 x 1 hour sessions to be delivered over 6 weeks, to be delivered quarterly and specifically targeting areas with high levels of stress related absence).
- i. HR attendance at 100% of all Induction (Market Place) events in order to promote Health & Wellbeing activities and secure employee engagement.
- j. Activities to be promoted in line with Public Health priorities and key targeted campaigns.
- k. Deliver Back Care Programme on quarterly basis.
- l. Increase Men's Health awareness and target workplaces such as Resolution House.
- m. Plan Winter Health Programme to vaccinate earlier (October) and increase awareness of vaccination referral routes for carers and front-line workers.

### **What decision(s) are being asked for?**

- 20. The proposed approach to H&S / H&W will ensure that Corporate Health & Safety and HR provide the Council with guidance and advice, with effective oversight of the organisations management approach, while effectively empowering managers and employees to own H&S/W in line with the Middlesbrough Manager/employee model, focussed on empowerment and enabling self-serve.
- 21. That the Committee note the position set out in the report, and proposes for consideration any further steps it may wish to see taken to promote good practise in Health and Safety and Health and Wellbeing.

## **Why is this being recommended?**

22. To support the Committee in discharging its responsibility in relation to corporate governance, which includes Human Resources, including Health and Safety.

## **Other potential decisions and why these have not been recommended**

### **Option 1: Status quo – not recommended**

23. The Council could fail to effectively manage Health, Safety and Wellbeing if it did not take the measures outlined within the report, alongside regular reporting to Members. Failure to effectively manage would expose the organisation to greater costs, increase the likelihood of reputational damage from both employees and the wider community and reduce the ability of the Council to achieve its objectives.

### **Option 2: Alternative approaches – not recommended**

24. Alternative models for the management of H&S / H&W are available however they would require increased resources to be put in place within the Corporate Health & Safety and HR teams and they would not align with the principles of the Middlesbrough Manager model, in which H&S / H&W is managed in partnership between the appropriate Directorates and corporate support.

## **Impact(s) of recommended decision(s)**

### **Legal**

25. Council Members are collectively responsible for the governance of the Council. While it is full Council's responsibility to consider key corporate to consider

### **Financial**

26. It is anticipated that all activities set out in this report are achievable within existing and planned budgets

## **The Mayor's Vision for Middlesbrough**

27. The Council's People Strategy and related Human Resource activities are directly aligned to supporting the Council to deliver the Mayor's Vision for Middlesbrough and the Council's strategic priorities by developing a strong culture of Health and Safety and Health and Wellbeing.

## **Policy Framework**

28. The H&S / H&W work is aligned with HR policies that are in place.

## **Wards**

29. There are no specific ward implications, although the outcome of the H&S / H&W work should impact on the council's overall and achieve improvements in customer service and service delivery to the local population.

## **Equality and Diversity**

30. Protected groups would not be adversely impacted by the Committees decision.

## **Risk**

31. The decision addresses a number of risks in the corporate risk register in relation to the workforce including risks around employee engagement, recruiting and retaining skilled staff, reducing skills shortages, people management and performance.

## **Actions to be taken to implement the decision(s)**

32. The Health and Safety and Human resources Teams will continue with the work outlined in the report and as detailed in the relevant project plans.

## **Appendices**

33. The Health and Safety 2018/19 Action Plan is attached at Appendix 1 of this report.

## **Background papers**

34. No background papers were used in the preparation of this report.

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## Appendix 1

Ref	Action	Progress	Action By	Target update / Completion Date	Actual Completion date
1.	<ul style="list-style-type: none"> <li>Further embedding H&amp;S Management within the organisations culture.</li> </ul>	<ul style="list-style-type: none"> <li>H&amp;S Gap analysis being produced. This will feed into the 2018/19 action.</li> <li>Training session arranged for the Executive &amp; LMT to explain the corporate responsibilities (top down)</li> <li>H&amp;S to be a regular agenda item at LMT , DMT's and Service Area team meetings</li> <li>H&amp;S is included within the employee induction programme – all staff to have completed by</li> </ul>	JA (all)	28 <sup>th</sup> February 2018  31/5/2018  Each month  19 <sup>th</sup> January 2018	
2.	<ul style="list-style-type: none"> <li>Improved communication to strengthen the organisations approach to H&amp;S.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing with HR, Organisational Development and Communications teams</li> <li>Regular updates to be provided through the internal communications portal</li> </ul>	JA (all)	28 <sup>th</sup> February 2019  Throughout Year	
3.	<ul style="list-style-type: none"> <li>Introduce a digital solution to record accidents.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluated solutions to introduce a solution</li> <li>Agreed to use the councils 'Firmstep' platform</li> <li>Ongoing work with ICT new procedure and module to be launched</li> </ul>	JA (all)	September 2017 September 2017  February 2018  30 <sup>th</sup> April 2018	September 2017 September 2017



3.	<ul style="list-style-type: none"> <li>Review level of resource to evidence that the organisation has resilience to delivering an effective H&amp;S service.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluating how the new generic role is working ( went live October 2017)</li> <li>Identify any gaps – review options to address gaps</li> </ul>	JA (all)	30 <sup>th</sup> March 2017 28 <sup>th</sup> September 2018	
4.	<ul style="list-style-type: none"> <li>Develop team members’ professional qualification to ensure they have the required skills to fulfil the roll of the generic H&amp;S advisor; complete training on fire audits by June 2018 and continue to review other requirements throughout the year.</li> </ul>	<ul style="list-style-type: none"> <li>Training has been arranged for H&amp;S advisors to allow them to be qualified to undertake Fire Risk Assessments</li> <li>Other training needs to be reviewed</li> </ul>	JA (all)	5 <sup>th</sup> March 2018 28 <sup>th</sup> September 2018	
5.	<ul style="list-style-type: none"> <li>Challenge sessions to review the operational management of H&amp;S within directorates.</li> </ul>	<ul style="list-style-type: none"> <li>Use the findings of H&amp;S audits and data on number of near misses/ accidents , quality of Risk Assessments /Method Statements to evidence effective operational H&amp;S</li> </ul>	JA	Ongoing throughout year	
6.	<ul style="list-style-type: none"> <li>Further develop management guidance to support managers and their teams to effectively manage H&amp;S; March 2019.</li> </ul>	<ul style="list-style-type: none"> <li>Using the outcome of point 5 develop guidance and support</li> </ul>	JA	Ongoing throughout year	
7.	<ul style="list-style-type: none"> <li>Through collaborative working, strengthen the links between the H&amp;S team, HR, Risk Management and Internal Audit to ensure findings are included within the risk registers where appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>Using the outcome of points 5 and 6 continue to contribute to the corporate risk register , leading to an improvement in H&amp;S compliance</li> </ul>	JA	October – December 2017 Ongoing throughout year	
8.	<ul style="list-style-type: none"> <li>Evaluate commercial opportunities with academies and others external clients; April 2018 and continue throughout year.</li> </ul>	<ul style="list-style-type: none"> <li>SLA has been produced and will be circulated to potential clients</li> </ul>	JA	28 <sup>th</sup> September 2018	