

Annual Health, Safety and Wellbeing Report



Workforce & Change

February 2023



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1. Executive Summary

- 1.1 This report is a statement of Bristol City Council's employee occupational health, safety and wellbeing performance to the end of the financial year 2021- 2022 and to the date of writing the report. It also includes our key areas of work for 2023-24 and includes the ongoing plan. The health, safety and wellbeing strategy agreed in April 2021 underpins everything we do.
- 1.2 HR budget pressures and a restriction on recruitment have meant that we have not been able to fully implement the consulted on and agreed restructure for Health, Safety and Wellbeing, this has impacted on our plan for delivery (2021/2022). Post Covid we have continued to support the demands of the council and individual requirements, requiring some diversification from the original plan.
- 1.3 Our improvement plan for the coming year is targeted to support the council and colleagues during this period of change and financial pressure. It considers the current performance analysis taken from the Corporate Health and Safety Management System (CHaSMS), accident and incident, occupational health and EAP data and the health safety and wellbeing pressures driven by the Regulator. It also includes the management actions from the from internal audit follow up report for health and safety processes.
- 1.4 A key area of work is to ensure that our existing governance, including consultation arrangements are reviewed and updated to provide robust and transparent assurance and reporting for employee health, safety and wellbeing and citizens health and safety.
- 1.5 The report updates the HR Committee on progress of the corporate arrangements for how employee health, safety and wellbeing are being managed.

2. Governance and Accountability

- 2.1 Accountability for our duty of care to our employees under the Health and Safety at Work Act etc. 1974 and the Management of Health and Safety at Work Regulations 1999 sits with the Chief Executive Officer of the Council who is the Safety Director. Arrangements describing how this accountability is discharged are outlined in our revised Corporate Policy Statement, Organisation and Responsibilities Policy, with roles and responsibilities dispersed throughout the organisation. This policy was signed by the Chief Executive and Mayor and published on the Source in January 2022. The policy will be reviewed and signed by the new Chief Executive who was appointed in October 2022.
- 2.2 The Council's Health, Safety and Wellbeing Strategy 2021 to 2026 has been informed by, and is developed to support, the Bristol City Council Corporate Strategy. The strategy has been devised to engage all staff and their representatives to improve the efficiency and effectiveness of our health, safety and wellbeing management system allowing us to deliver a safer, healthier, and more resilient work environment. The strategy is currently being revised to ensure that it fully supports the new Corporate Strategy 2022 – 2027 and ensure that it properly reflects and is aligned to those ambitions. The strategy sets out the out a 5 Year end goal and the strategic priorities for Health Safety and Wellbeing. (Leadership and Commitment, Risk Control, Communication and Engagement, Training and Competence and Performance Management).

- 2.3 The existing governance arrangements continue to be reviewed and improved. Although positive progress has been made further work is ongoing to ensure that the governance, leadership, management and supervision of employee health, safety and wellbeing develop the best model which is robust and sustainable. The Corporate Governance of Health, Safety and Wellbeing sits with CLB. This is delegated through arrangements, roles and responsibilities across the Council to provide a level of assurance on key matters of health, safety, and wellbeing. Several briefing sessions will be held in February 2023 which will remind managers of their responsibilities and update them of any changes. Similar sessions were provided to Members in 2021-2022 and were beneficial.
- 2.4 Each Directorate has arrangements in place to have quarterly health and safety meetings as part of the ongoing governance arrangements for communication and engagement on matters of health safety and wellbeing. These meetings provide a formal forum where TU representatives can raise matters of concern in relation to the health & safety of the employees they represent, or where health and safety matters have not been resolved locally.
- 2.5 The Corporate Health and Safety Consultative Committee continues to meet quarterly. It continues to discuss and make recommendations relating to health, safety and welfare matters which relate to issues which are of a corporate (strategic) nature. How we report and consult on employee health safety and wellbeing and citizen health and safety will form part of the current review of the overall governance arrangements.
- 2.6 Good governance for health, safety and wellbeing should be fully reflected in the leadership, management, and supervision across all areas of the Council's business. Governance requires improvement regarding how the Council responds to and manages its Landlord and Built Estate health and safety risks. We continue to work in collaboration with key stakeholders and professional colleagues to ensure that we improve consistency, compliance and corporate governance regarding the health and safety responsibilities that fall on building occupiers. This will form part of the overall work on risk management and revised governance arrangements.
- 2.7 The Built Estate is split into two key areas and the approach and processes are different.
1) Housing for Bristol citizens managed by Housing and Landlord Services
Schools and Non-School buildings managed by Property Assets and Infrastructure
- 2.8 All buildings which are non-Housing should come under corporate control and be managed by Building Practice with the support of FM. Most of the buildings are managed in this way. Those buildings that fall outside of this arrangement will be brought in under the Corporate Landlord model. This will allow the same standards are being met consistently across the Council. Building Practice is currently working to identify which buildings fall outside of this scope. This is a key area of work going forward for 2023-2024. The revised CHaSMS process will help support his work.
- 2.9 The requirements for health and safety compliance including areas such as Asbestos, Fire, Legionella, glazing statutory inspections and checks are delivered by our main contractor Lorne Stewart on behalf of the Council. This contract is managed by Building Practice who have a number of systems and processes in place to manage and monitor performance the contractor.
- 2.10 Decisions related to Housing building safety are made through the Building Safety Board. The purpose of this board is to provide governance of fire safety and building safety to all

of Bristol's Councils tenants. It primarily ensures that Housing Services are meeting the requirements of:

- the Regulatory Reform Order (Fire Safety) 2005, Building Fire Safety Regulations, and other standards (LGA guide – Fire Safety in Purpose Built blocks of flats)
- the new Building Safety Bill and Fire Safety Bill when they come into effect.

The Board also agrees fire safety and building safety works programmes and priorities and strategies and policies relating to fire safety and building safety. The current governance arrangements are through HSLT, EDM, Corporate Safety, Health & Wellbeing and Cabinet Member. This is being enhanced for the future with corporate oversight via the Corporate Leadership Board.

2.11 The risks for health and safety in the Housing Estate and in Schools and Non-Schools Estate are managed and reported through the Pentana Risk Management System. There is still work to be done to manage and evidence compliance with housing safety compliance obligations both in residential properties and non-residential properties. However, the risk register on Pentana provides a plan with timescales for completion and a level of mitigation.

2.12 Where BCC has a contractual relationship with any of our companies, provision is made in the relevant contracts to adequately allocate H&S risk, responsibility and management between the parties, and this is overseen by the relevant contract manager.

In all cases however, it is the responsibility of the Board of Directors of the company to have operational oversight of H&S matters, and to ensure the companies are operating in a safe and legally compliant way, and to provide assurance to the Shareholder (BCC) in that regard. The company reports on such matters on a quarterly basis through performance reporting to the Shareholder group and via the board's own audit and risk assurance processes.

2.13 We have introduced a formal management system HSG65 (Plan Do Check Act) which is starting to provide us with a robust framework to manage health, safety and wellbeing allowing better planning, implementation, monitoring and review of performance. Further work on this (both in the development around our system and the embedding of the system) are ongoing.

2.14 A new digital incident reporting platform has now been implemented. This is an extension to the platform used by the Risk Management Service. The new system has been in use since April/May 2022. It has started to improve the way in which we are able to record, track, and analyse incident information in real time. Further work is ongoing to enable us to use the system effectively to provide greater potential for learning which can be shared across the organisation so timely remedial actions taken to prevent recurrence.

2.15 Planned work on policy revision throughout 2021/2022 has included work around violence and aggression and stress management. See section 7 & 11.

3. Regulatory Activity

- 3.1 External agencies such as the HSE and Fire Authority have the legal authority to serve improvement or prohibit notices on an operation/activity that does not comply with the relevant statutory requirements. Notices can lead to prosecution of the Authority or individuals. The HSE use the following principles to decide whether to serve notices or prosecute:
- the scale of potential or actual harm
 - the seriousness of any potential breach of the law
 - their enforcement priorities
 - the practicality of achieving results
 - the wider relevance of the event, including serious public concern.

During 2021-2022 there has been no enforcement notices or prosecution from the HSE or Fire Authority.

- 3.2 Currently, there is HSE and Fire Authority activity across LEA Schools and the Corporate Estate. The HSE are currently undertaking a National Campaign of Inspections for Schools on the 'Management of Asbestos'. To date the Council has had two visits which were supported by a member of the Corporate Health, Safety and Wellbeing Team.
- 3.3 To date, no enforcement notices have been issued. However, a management action and response are required related to the overall management of asbestos. A formal response was required by the 31st of December 2022. We met this deadline, and the action has now been closed off by the HSE.
- 3.4 The Fire Authority is becoming more active with their visits. The new Fire Safety Arrangements were put in place last year are proving to be robust in demonstrating our corporate arrangements for the management of fire safety. Housing has their own arrangements in place for managing fire safety and the requirements set out post Grenfell. The Building Safety Board oversees these requirements.

4. Audit and Risk

- 4.1 Internal audit carried out a follow up report on health and safety processes the report was published on 24th October 2022. (The report is attached as Appendix 1)
- 4.2 The report reviewed progress with the implementation of agreed management actions from the "Managers' Health and Safety (H&S) Self-Assessment (CHaSMS) Process" Internal Audit Report dated 6 June 2021.
- 4.3 Currently, our monitoring of Health Safety and Wellbeing consists of the existing CHaSMS (Corporate Health and Safety Monitoring System). This provides a level of assurance that allows managers to assess and record their own performance twice a year. This process has proved to have its limitations in the assurance it provides. The current return is not showing the level of consistency and outcomes that is needed.
- 4.4 The CHaSMS process has been revised in line with the current audit findings and will go out in March and June 2023. It is now targeted towards leadership and manager responsibilities with a focus on:
- Leadership and Commitment
 - Management of Health and Safety
 - Health and Wellbeing

- Stress and Violence and Aggression
- Property

4.5 These improvements include a review and revision of the existing format. The new CHaSMS will seek assurance in three areas. Corporate Leadership Board and Executive Directors, Heads of Service and Site Managers. This will be much more targeted and form part of our new framework to deliver and continually improve health, safety and wellbeing. Other changes include how we score and capture ongoing actions. The outcomes of the process will inform the Corporate Health Safety and Wellbeing audit programme.

4.6 Further Internal Audit work is currently being undertaken. (Quarter 4 of 2022/23).

5. Training and Learning

5.1 Learning and development for health safety and wellbeing is one of our strategic themes and priorities. A focus on compliance with mandatory training has continued during 2021-22. The basic programme of training includes induction, managers training, stress risk assessment, lone working and stress resilience and wellbeing. Achieving compliance with mandatory training is fundamental to achieving a pro-active approach to health, safety, and wellbeing, and raising the general ability of employees at all levels to make informed decisions on the management and escalation of risk.

5.2 Publishing performance data in this area will support service areas to achieve compliance. Delivery methods, content and record keeping continue to be reviewed so we can provide consistent and reliable data and have a thorough understanding of mandatory training compliance. We will be reviewing the compliance levels and address gaps with a review of health and safety training as part of the service plan.

Table 1.

Training Delivered	Number of Sessions	Number of Attendees
Core Health and Safety for Managers	7	93
Governors H&S	1	10
Lone Working	9	168
Stress Resilience and Wellbeing	37	629
Fire Safety	30	316
Asbestos	8	83
MHFA Refresher	35	246
Team Teach	33	416
De-escalation	38	407
Infection Control	4	35
COSHH	1	4
Induction	1	9

6. Incident Reporting

6.1 We record all our accidents and incidents. Reporting certain incidents is a legal requirement. The legal report informs the HSE about deaths, injuries, occupational diseases, and dangerous occurrences, so they can identify where and how risks arise, and whether they need to be investigated. For the purposes of RIDDOR, an accident is a

separate, identifiable, unintended incident that causes physical injury. This specifically includes acts of violence to people at work. The following accidents are reportable: death, specified injury to workers, over 7-day injury to workers, injuries to non-workers, occupational diseases and dangerous occurrences and some gas incidents.

6.2 The current areas of concern from those accidents that have been reported as a F2508 are:

- Violence and Aggression – physical and verbal
- Moving and Handling – people and objects
- Stress
- Slips and Trips

6.3 We are now using the new Accident Incident Reporting system. This is beginning to provide better performance information in respect of incidents, to enable a greater analysis of themes and trends.

6.4 The data currently provided is for the period April 2021- September 2022. Currently accident/incident data is provided to the Corporate Safety Committee on a quarterly basis. The new system will allow for information to be published monthly for each directorate and data on a rolling period. The system now provides real time data for the Corporate Health, Safety and Wellbeing team to respond to. Additional KPI's are being introduced for investigation times and closure of all incidents. A new procedure for Reporting and Investigating Incidents will be out for consultation in Q4. Investigation of incidents will be proportionate and aligned to the new procedure and the HSE Enforcement Model. Additional training will be provided to ensure that the implementation of this procedure is successful.

6.5 Figures are based upon the accident / incident data presented to the Corporate Safety Consultative Committee (CSCC) during 2021/22. These figures relate to incidents reported to the HSE on the Form F2508, they include incidents such as fractured legs, absence from work for over 7 days after an incident. As stated previously the authority's accident/incident database is a real time data base, and as such the comparison figures quoted are based upon the figures from last year's annual report, and these figures may not tie up with the figures produced more recently due to late reporting of incidents. The total number of accidents / incidents recorded for the period up to September 2022 is 887.

The number of overall incidents has decreased but the number of incidents related to violence and aggression and increased. Data with a breakdown of violence and aggressive incidents for services are provided to the Directorate Health and Safety Committees which meet on a quarterly basis.

Table 1 – Total number of Employee Incidents 21/22

Type	2021/2022	2021/2022 Variation from 20/21	2020/21	2019/20	2018/19
<i>Accidents</i>	323	-78	401	766	1044
<i>Aggression / Violence</i>	564	+119	445	625	679
TOTAL	887		846	1391	1723

Table 2 – Total number of Employee Incidents per Directorate 21/22

Directorate	2021/22	2020/21	2019/20	2018/19
Adult Children & Education	597	657	965	1168
Growth & Regeneration	256	160	315	505
Resources	34	29	111	50
TOTAL	887	846	1391	1723

Table 3 – Total number of RIDDOR (F2508) per Directorate 21/22

Directorate	2021/22	2020/21	2019/20	2018/19
Adult Children & Education	16	14	20	23
Growth & Regeneration	7	16	10	32
Resources	1	1	0	0
TOTAL	24	31	30	55

Table 4 – Breakdown of Employee RIDDOR (F2508) per Directorate 21/22

Directorate	2021/22	
Adult Children & Education	16	14 – Over 7-day Injury 1 – Specified Injury 1 – Member of the Public – Hospital Treatment Required
Growth & Regeneration	7	6 – Over 7-day Injury 1 – Specified Injury
Resources	1	1 – Specified Injury
TOTAL	24	

- 6.6 We will report against our KPI in this area on a quarterly basis. The KPI will be number of RIDDOR incidents reported within required legal timescales. Number of over 7-day injury reported within required legal time scales.

Key Areas of Work and Outcomes

7. Wellbeing

- 7.1 The Wellbeing of employees is of paramount importance. The Corporate Health, Safety and Wellbeing Team have specialists within the service to support the wellbeing agenda. We have now appointed a dedicated Principal Mental Health and Wellbeing Advisor to support this work.
- 7.2 Work continues across all directorates to deliver their wellbeing and resilience priorities. Our specialist team continues to work collaboratively with several directors and has created bespoke courses to help teams with their resilience and stress. Where appropriate we have used external specialists to support this ongoing work. Wellbeing workshops and training have been extended through post COVID-19 to our existing offer.
- 7.3 Over the last few months, we have reviewed the existing stress risk assessment and resources and have consulted with Trade Unions and Staff Led Groups as part of this review. The purpose of the review was to ensure that every employee within the organisation can complete the assessment so we can identify and manage the potential stressors and then take action to remove or reduce those stressors. We have a legal duty to take steps to make sure staff do not suffer stress-related illness as a result of their work; and a specific duty to undertake risk assessments that seek to identify, and eliminate or reduce, risks to their employees' health, safety and welfare. Stress is one of the risks to health, safety and welfare that must be assessed
- 7.4 The Council's approach uses the HSE Stress Management Standards system – a voluntary system which is a useful tool for employers in understanding how to carry out a stress risk assessment. The Management Standards identify six key risk factors, or 'stressors', which have been identified as causes of work-related stress.
- 7.5 The Mental Health First Aiders group continue to flourish. Membership includes two Directors from the Council. Their leadership continues to help embed the role as part of everyday wellbeing. Ongoing training and refresher training continues as part of our Wellbeing offer.
- 7.6 We continue to offer mediation to support complex psychological issues and sign post on to other appropriate services. This helps managers to address behaviours that do not meet our corporate values and behaviours.

8. Reasonable Adjustments

- 8.1 We have continued to undertake a number of activities to meet the needs of disabled colleagues including:
- providing day to day Disability Advisor Casework and reasonable adjustments support to Council staff and teams regarding disability and long-term condition related adjustments.

- leading and initiating activities relating to the Disability Confident Scheme working groups alongside the Disabled Colleagues Network and colleagues, as the organisation works towards Disability Leader status.
- informing the return to the workplace planning.
- providing up to date DSE assessments and advice adapting to meet the new ways of agile working.
- working collaboratively with the Disabled Colleagues Network to promote disability awareness events.

8.2 In addition to this we continue to provide a specialist service to ensure that colleagues receive the correct ergonomic equipment to allow them to work effectively.

9. Occupational Health and Employee Assistance Programme (EAP)

- 9.1 We are halfway through our contract with Health Management Ltd who deliver an integrated Occupational Health provision for the Council. Regular meetings are in place to have oversight of contract delivery. A breakdown of the OH and EAP data can be found in Appendix 2.
- 9.2 Management information provided by the supplier on a quarterly basis is now being linked to our own sickness absence data and accident incident data. Overall mental health and musculoskeletal (MSK) remain the consistent highest areas of referrals. This is reflected in the work plan going forward
- 9.3 The delivery of our Health Surveillance programme has been difficult to deliver due to the process requirement by our supplier. We are working hard with the supplier to resolve these issues and expect the programme to be delivered in Q4.
- 9.4 All employees continue to have access to the EAP helpline 24/7; they offer a range of help and support, not only relating to work but other lifestyle issues, such as bereavement, finances, and lifestyle changes. Our internal resource also offers support and specialist referrals where complex cases fall outside of the EAP contract.

10. Health Surveillance

- 10.1 Health surveillance is a scheme of repeated health checks which are used to identify ill health caused by work. Health and safety law requires health surveillance for our workers when they remain exposed to health risks even after we have put controls in place. Health risks which require health surveillance for Bristol Council staff include noise, vibration, and substances hazardous to health.
- 10.2 The Corporate Health Safety and Wellbeing Team have been working closely with Services to identify the workplace hazards and controls and determine which areas of activity require health surveillance.
- 10.3 We have contracted 8 health surveillance days which will be delivered at 7 locations via a mobile unit. Due to take place in 2023.

11. Violence and Aggression

- 11.1 During 2021 – 2022 we have developed a working group from a cross section of internal stakeholders to consider the risks associated to activity across the Council where there is a consequence of violent and aggressive behavior. Pandemic and post pandemic we have seen an increase in violent and aggressive behavior to our staff and members.
- 11.2 The project was started in response to concerns regarding the number and type of violent incidents from Citizens, Residents/Tenants and Service Users against Bristol City Council (BCC) staff across departments – incident data identifies a consistently high number of cases over the past five years. This project does not include the education sector which will be subject to a separate piece of work which will be started in due course
- 11.3 It is recognised that many of the people who come into contact with the local authority have complex issues and may be vulnerable in a number of ways, these individuals may require our support. In many cases this support will be required by law (specific regulations etc) therefore the terminology “Zero Tolerance” would not be appropriate in many cases, the purpose of the project is to ensure we have suitable and sufficient control and support mechanisms in place to keep our staff safe whilst delivering services in a wide and varied range of settings.
- 11.4 There are several key actions which are being progressed which include reviews of lone working / violence and aggression policies and the development and publication of a violence at work charter (the name might change) outlining a commitment by BCC to put measures in place to help support and keep our staff safe.
- 11.5 This work and policy development is separate to the Anti-Social Behaviour (ASB) work / policy as generally our project aim is to protect employees, whereas ASB policy is more relevant to the impact on communities. There are however some common threads, and we are in dialogue with the ASB team and will continue to collaborate going forward.
- 11.6 Additional work has been completed regarding the safety and security of Elected Members.
- 11.7 The proposed completion of this work is Q4 2023. We will then roll out through the health, safety and wellbeing management system (HSG65 Plan Do Check Act).

12. Asbestos Management

- 12.1 During September 2022 the HSE announced they would be inspecting an estimated 400 primary and secondary schools in England, Scotland and Wales. The inspections would be assessing how schools are managing the risks from asbestos within the school estate and meeting the ‘duty to manage’ (DTM) requirements under Regulation 4 of the Control of Asbestos Regulations 2012 (CAR). The regulations place duties on those with responsibility for the maintenance of work premises, including schools, to manage the risk from asbestos. For BCC-maintained schools hold this delegated responsibility, on BCC’s behalf.
- 12.2 As the Employer of BCC-maintained schools we have worked with schools to prepare them for those visits. This has included supporting schools to review their current arrangements and check that they were meeting their duties under CAR.

- 12.3 Whilst this support work was taking place a number of corporate and local areas of concern were highlighted. These opportunities for improvement in corporate compliance will form part of the work regarding Asbestos Management under CAR for 2023-2024 and the wider governance arrangements and review.

13. Key Areas of Work

- 13.1 The detail of the key areas of work are set out in our Improvement Plan (Appendix 2) for 2022/2023 and will form part of the Service Planning Process. Progress and outcomes will be reported quarterly to EDM's, the Corporate Health and Safety Consultative Committee and the Directorate Health and Safety Committees.
- 13.2 Key areas of work will be linked to the five areas of the strategy and include the following:
- Review and ongoing updating of existing governance arrangements to ensure that the leadership, management and supervision of health, safety and wellbeing is effective.
 - Risk profiling services to ensure that we target the right areas of risk
 - Focusing on the key areas of policy and actioning through the management system (HSG65-Plan Do Check Act)
 - Targeted work around the Corporate Built Estate and Schools statutory health and safety risks
 - Delivery of Health and Wellbeing Plan
 - Delivery of health, safety and wellbeing training and development
 - Delivery of the revised CHaSMS and targeted compliance monitoring
 - Ongoing review of health safety and wellbeing procedures and policy
 - Linking health safety and wellbeing risks to the Corporate Risk Register
 - Completion of the Audit management actions
 - Preparation of new Occupational Health and Employee Assistance Programme specification and contract

‘Healthy Performance’ improving the lives and health of our workforce and preventing injury and ill health’ Plan on a Page.

Theme	OBJECTIVE	PRIORITY	Deliverables
Leadership and Commitment	Lead and engage with our workforce to improve workplace safety, health and wellbeing	<ul style="list-style-type: none"> Continue to focus our activity on tackling ill health as part of our work programme 2021-2022 will focus on Mental health and Wellbeing and our three main causes of absence 	L1 Complete actions and targets identified in the Workforce Strategy S4.
		Work –related stress and anxiety	L2 Revise and publish work related stress guidance information and risk assessments
		Musculoskeletal disorders	L3 Develop programs
		Colds Flu Cough Infectious Diseases – including COVID-19	L4 Continue with the existing strategy for COVID-19
		<ul style="list-style-type: none"> Promote proportionality in health and safety management 	L5 Revise the current Health and Safety Policy Develop a document management framework that supports the Health and Safety Policy and sets out the policy standards, detailed roles and responsibilities and methodology for preventing and controlling risk in all areas of activities, services and buildings. Revise current guidance to support the framework and explore the use of technological solutions where

				appropriate for the control of risk
		<ul style="list-style-type: none"> Share the learning from across the Council with those who can influence workplace health and safety performance 	L6	
Risk Control	Secure the effective management and control of risk	Use different interventions to assess and secure effective management and control of hazards and remove risk from the workplace	R1	Develop and maintain a Corporate Safety Health and Wellbeing risk register and risk profile
			R2	Develop annual actions plans to mitigate residual risk associated to our most significant hazards. Eg Fire, Legionella, Asbestos, CDM, Stress, Vibration and Noise
			R3	Undertake a full review of all corporate Health Safety and Wellbeing documentation. Develop a document management framework that supports the Health and Safety Policy and sets out the policy standards, detailed roles and responsibilities and methodology for preventing and controlling risk in all areas of activities, services and buildings. Revise current guidance to support the framework and explore the use of technological solutions where appropriate for the control of risk

			R4	Introduce an information governance management system to ensure all HSW documentation and records are accurate correct appropriately stored and contain up to date consistent information (Sharepoint)
			R5	Introduce the Accident/Incident reporting system linked to the Claims RM system
			R6	Develop and online risk assessment procedure with a standard electronic template which has an automatic review trigger mechanism
		Target site monitoring visits on specific issues and activities (high risk and most significant hazards), including a sustained focus on work-related ill health such as stress and musculoskeletal	R7	Revise the CHaSMS system which will use data from CHaSMS, monitoring visits and incident investigation actions to track and close off actions.
			R8	Develop a programme of site monitoring visits to check risk controls are in place
			R9	Revise Accident and Incident Reporting and Investigation Procedure and ensure that it is in line with the HSE Enforcement Model
		Risk Profiling -	R10	Risk profile each of the areas of activity linked to Services to focus on the high and medium areas of risk.

				Review risk assessment process. Support services to undertake complex risk assessments.	
Communication and Engagement	Support our people to be the best they can.	Unlock healthy and high performance in the workplace and ensure that wellbeing and resilience are key enablers of staff engagement and high performance.	C1	Strengthen links between other disciplines such as RM, Equalities and Learning and Development to further support enhanced partnership working to achieve greater efficiencies and cost savings	
			C2	Update our HSW roles, responsibilities, and capabilities to manage risk	
			C3	Publish new arrangements for how we prevent mental ill health, promote wellbeing and support colleagues where the need arises	
			C4	Implement and promote a safety health and wellbeing information line to provide competent advice	
			Explain and help colleagues to understand our strategy and ambitions and how we want to achieve them	C5	Face to face and virtual discussions – management briefings
			Help colleagues to understand how we need to work in the future and what it means for them	C6	Implement a new HSW leadership excellence development programme

			C7	Review existing arrangements on how we consult and involve our workforce on all matters of health, safety and wellbeing. Develop a communication strategy to meet our legal obligations and obligation to consult with employees TU and others affected by our work activities
		Achieve a good balance between systems and behaviours to support good safety health and wellbeing management	C8	Implement HSG65 Plan Do Check Act (PDCA) as a methodology
Training and Competence	Ensure that the level of competence is proportionate to jobs and places of work	Undertake a TNA and competence framework	T1	Develop an improved Safety Health and Wellbeing training programme which is cost effective and reflects the needs of the individual, services and the wider organisation
			T2	Develop a health and safety passport
			T3	Expand our online training provision
Performance Management		Monitor Delivery through key performance indicators and targets	P1	Set annual leading and lagging KPIs against an agreed annual improvement or completion target (compare year on year)
		Annual Reporting	P2	Produce Annual Safety Health and Wellbeing Report for HR Committee

		Reporting Cycle	P3	Develop a Dashboard MI to report quarterly to CLB and Safety Committee
		Audit programme	P4	Develop an audit programme which responds to CHaSMs and other key areas of risk identified through internal audit. Accident and Incident Data, OH and EAP data
		Assurance and Monitoring of key stakeholders	P5	Develop adequate arrangements to ensure that we meet the minimum arrangements for assurance of health safety and wellbeing with all Maintained Schools
			P6	Develop adequate arrangements to ensure that we meet the minimum arrangements for assurance of health safety and wellbeing with Bristol Companies and subsidiaries
			P7	Develop adequate arrangements to ensure that we meet the minimum arrangements for monitoring and assurance of health and safety (CDM) with all contractors to ensure consistency across the Council

Appendix 1 – Audit Report Attached as Document

Appendix 2 - Occupational and EAP Data

Table 1 – Total number of Referrals April – June 2022

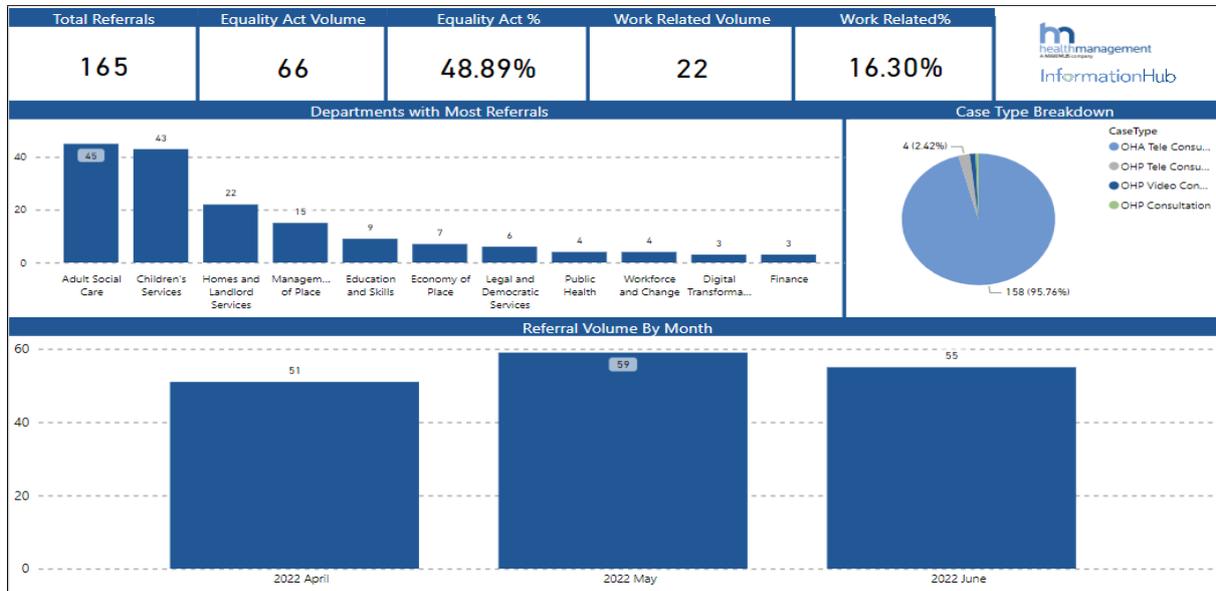


Table 1 – Total number of Referrals July – September 2022

