

# OCCUPATIONAL HEALTH & SAFETY IMPROVEMENT PROGRAMME

2012 - 2015

## PERFORMANCE UPDATE REPORT – YEAR END 2013/14

### **1.0 Introduction**

1.1 This report summarises the Councils performance against its Occupational, Health & Safety (OH&S) Improvement Programme 2012 to 2015

### **2.0 Background**

2.1 In late 2011 / early 2012 the Council developed an OH&S working group who were responsible for identifying the Councils key areas for improvement in relation to Occupational, Health & Safety and for taking steps to achieve improvements in those identified areas.

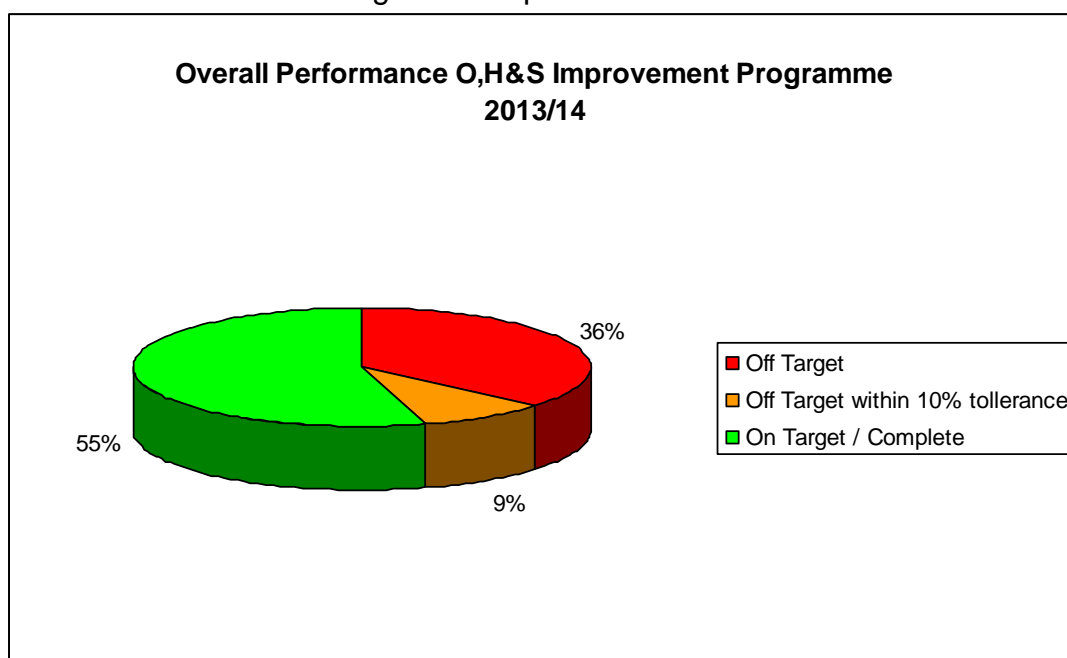
2.2 The Council then developed and launched in May 2012, the OH&S Improvement programme 2012-2015 which focuses improvements around 4 key themes which are:-

- Accident Performance
- H & S Management
- H & S Climate
- Occupational Health

2.3 A copy of the improvement plan showing the Objectives & Targets for each of these themes can be seen at Appendix A.

### **3.0 Performance Outturn**

3.1 The OH&S Improvement programme contains 11 key targets, the following chart summarises overall performance against those 11 targets using a RAG status and shows that 55% are on target or complete.



#### 4.0 Performance Per Objective

4.1 The following sections summarise performance outturn against the four threads of the Improvement programme for the period April 2012- April 2014.

### Accident Injury Performance

**Objective:** Over the period April 2012 – March 2015 the Council will continuously reduce its employee accident / incident rate

**Target 1:** By 31 March 2015 the total of non-fatal injury incidence rate will have been reduced to 71.9 per 1000 employees or better this equates to a year on year reduction of at least 12%

**Target 2:** To reduce the number of cases of accidents which led to employees having time off work by 25% by March 2015, this equates to 8% year on year

**Target 3:** To maintain the average number of days lost due to accidents to 5 or fewer per accident.

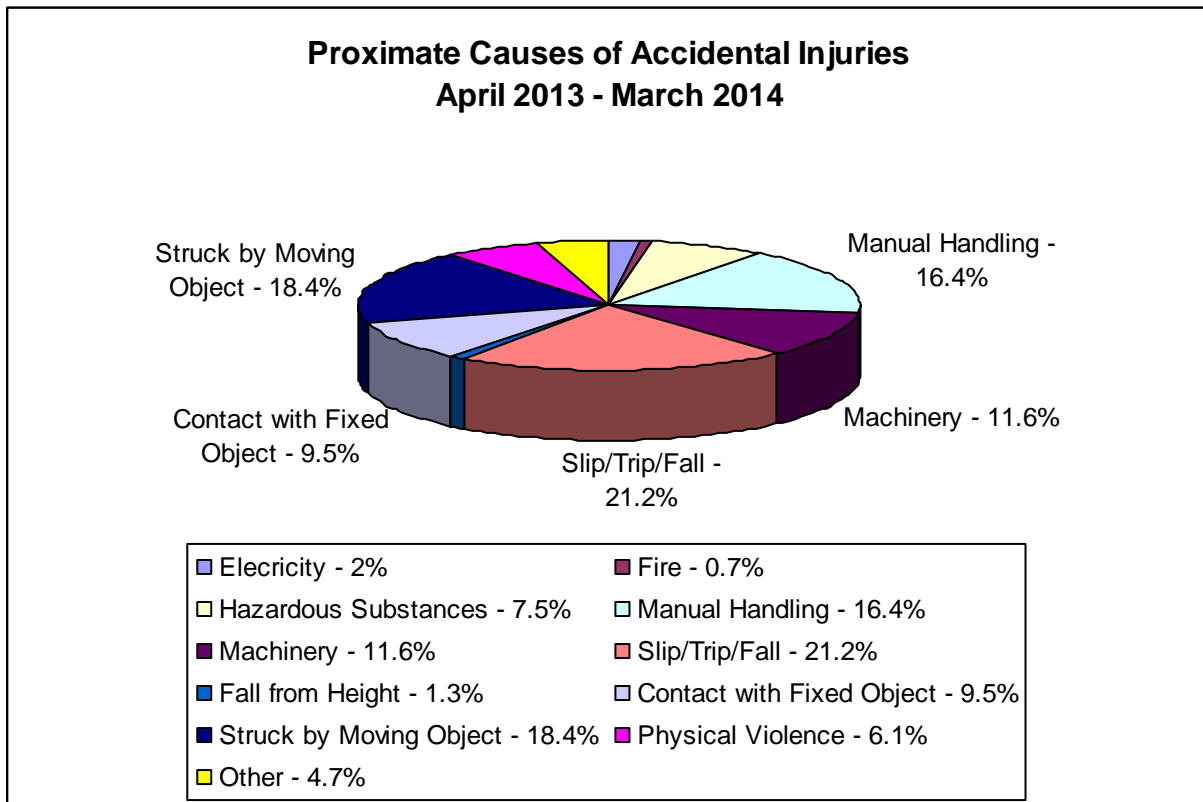
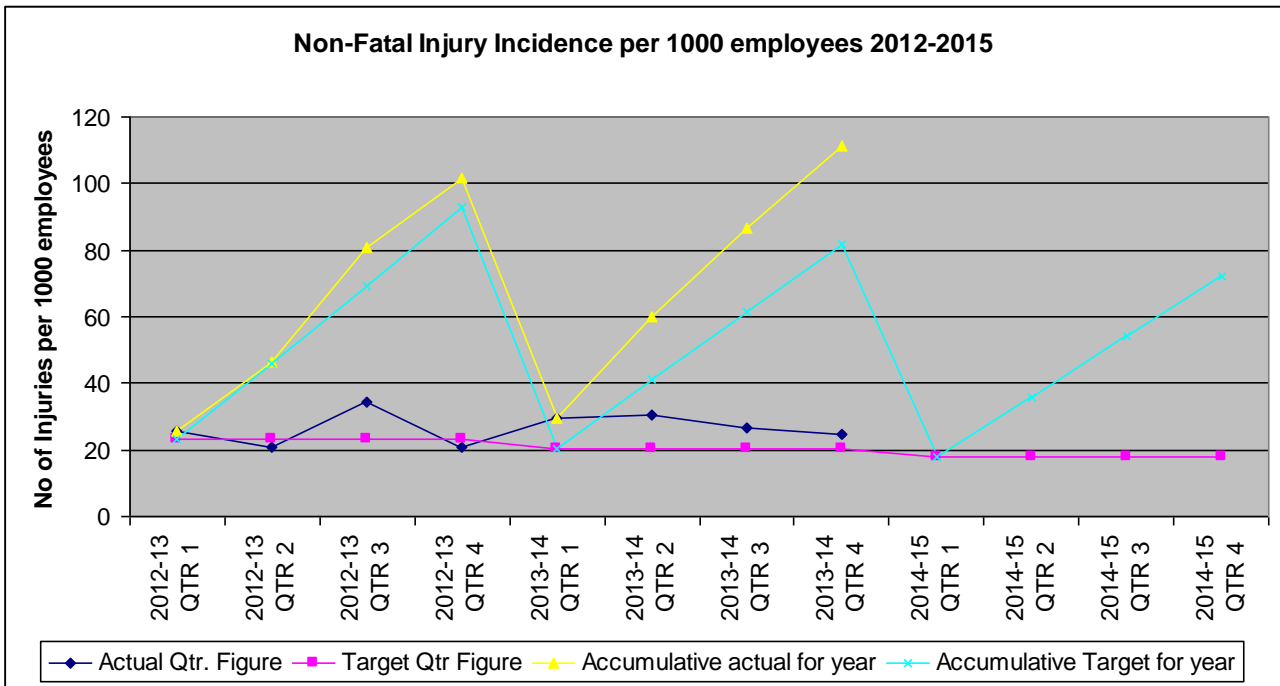
#### 4.2 Target 1 – Non-Fatal Injury incidence (per 1000 employees)

4.2.1 Overall performance in this area has decreased by 9.2% in 2013/14 compared to 2012/13 or 5.3% since 2011/12 (baseline year)

4.2.2 Steps must be taken now by Service Managers to address accident trends and improve this position. The proximate causes of accidental injuries are shown in the PIE chart below, highlight that action needs to be taken around, slips trips & falls & struck by a moving object, but also show that the following areas are becoming an increasing concern - contact with a fixed object, machinery and manual handling.

4.2.3 The administrative costs of dealing with these injuries, not including the cost of time off work is estimated to be £10,700 for 2012/13 & £11,700 for 2013/14, this is based on HSE methodology (£100 per accident).

No of non -fatal injury Incidents	2011/12	2012/13	2013/14	2014/15
Target – No	Baseline	98	86	76
Target – Per 1000 employees	Baseline	93	81.8	71.9
Actual – No	111	107	117	
Actual – Per 1000 employees	105.7	101.9	111.3	
% Increase / Decrease	N/A	-3.6%	9.2%	



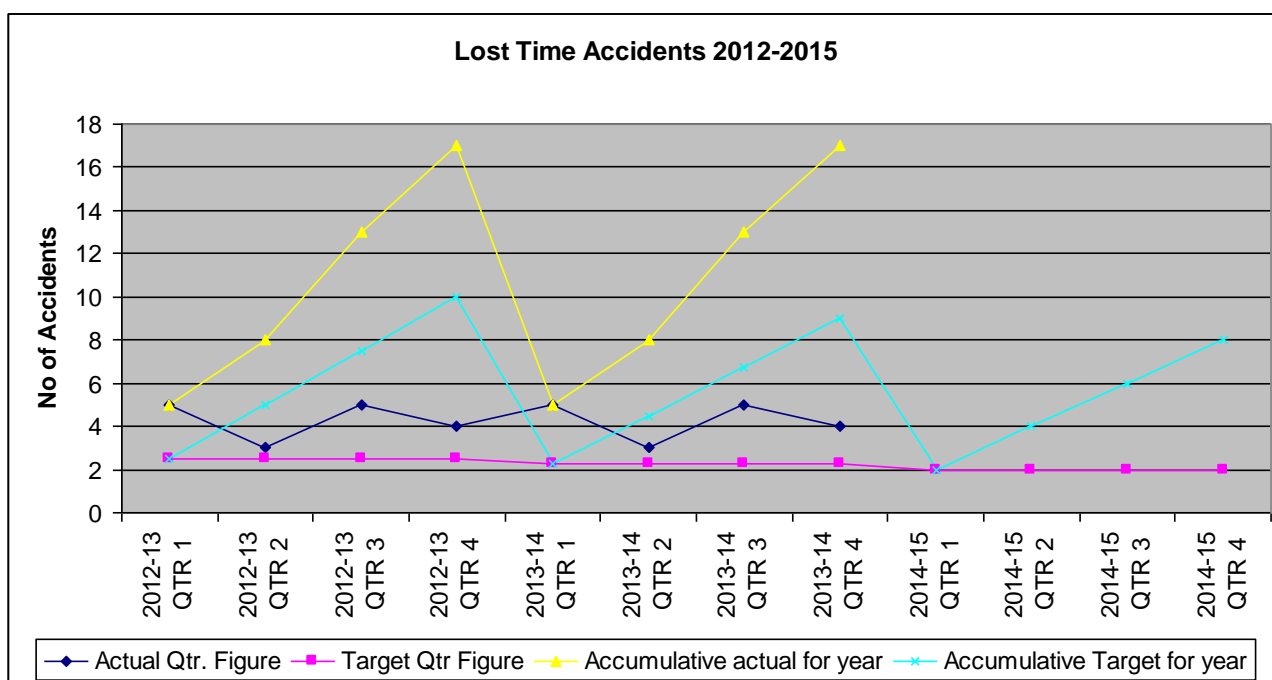
#### 4.3 Target 2 - Accidents leading to employees having time off work

4.3.1 A dramatic increase of 54% is seen in the figures for 2012/13 in comparison to 2011/12, however figures for 2013/14 have stayed the same as 2012/13. The two most common causes of lost time incidents were slip, trip and fall accidents and accidents that resulted in musculoskeletal injuries.

4.3.2 Using HSE methodology, it has been estimated that the cost of accidents leading to employees having time of work is £28,600 in 2011/12, £44,200 2012/13 & £44,200 for 2013/14

4.3.3 When adding figures 4.2.3 & 4.3.2 the cost to the council of accidents is estimated to be £54,900 2012/13 and £55,900 for 2013/14, this does not take into account the costs incurred in rectifying damage to property, vehicles or the impact of any insurance claims made against the councils that directly relate to accidents.

	2011/12	2012/13	2013/14	2014/15
<b>Target</b>	Baseline	10	9	8
<b>Actual</b>	11	17	17	
<b>% Increase / Decrease</b>	N/A	+54.5%	0	



#### 4.4 **Target 3 – Average number of days lost due to accidents**

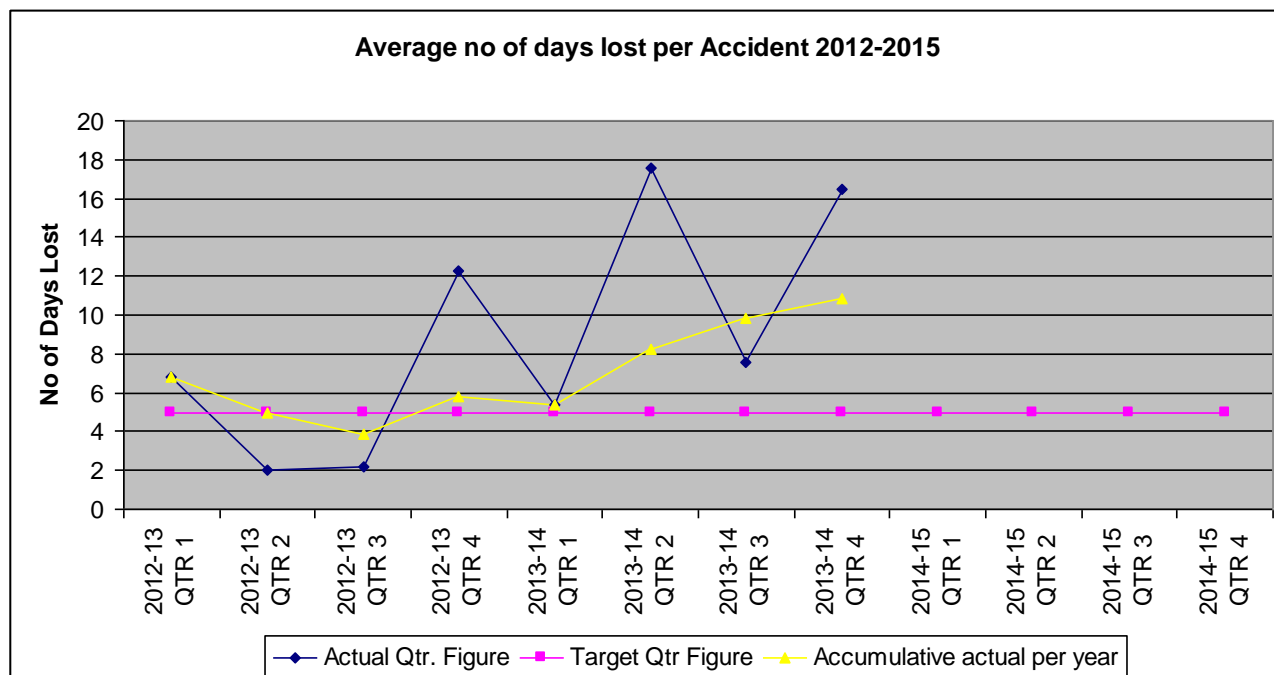
4.4.1 A modest decrease in 2012/13 compared to 2011/12, has been followed by a significant increase of 86.2% to the statistics for 2013/14.

4.4.2 The 5 accidents which have led to these high levels of sickness absence involved:

- An employee slipped from a van whilst unloading grit resulting in a shoulder injury which kept the employee off work for 22 days;
- An employee sprained his back whilst transferring a coffin from an undertaker's vehicle to a catafalque, resulting in 20 days off work;
- Whilst cutting a length of UPVC fascia board, an employee cut his finger so severely he was off work for 46 days.
- Whilst putting away a beam an employee stepped backwards into a trolley causing ligament damage to his ankle, resulting in 21 days off work.

- Whilst lifting a radiator an employee strained his elbow leading to him having 40 days off work

	2011/12	2012/13	2013/14	2014/15
<b>Target</b>	Baseline	5	5	5
<b>Actual</b>	5.9	5.8	10.8	
<b>% Increase / Decrease</b>	N/A	-1.7%	86.2%	



## H & S Management

**Objective:** Over the period of April 2012 to March 2015 the Council will demonstrate a continuously improving performance when benchmarked against the HSE Corporate H & S performance Index (CHaSPI)

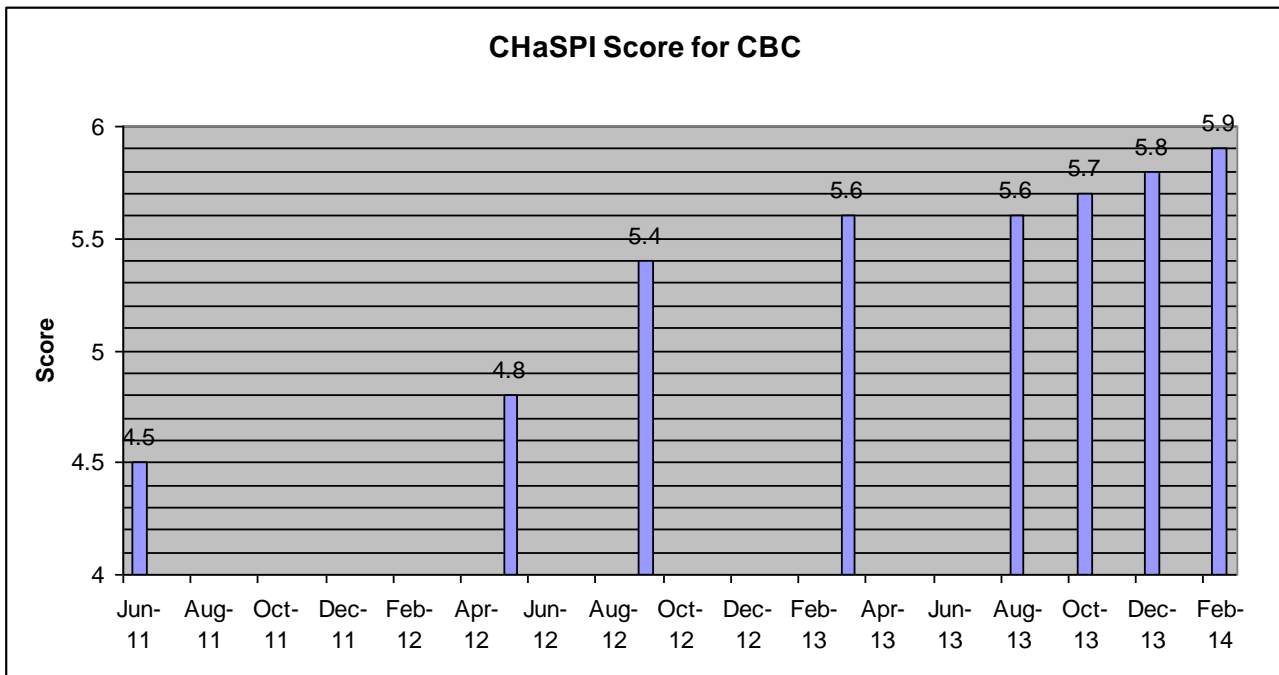
**Target 4:** To achieve an overall score equal to or above the CHaSPI mean (6.6 as of April 2012) for the LA sector by March 2015.

**Target 5:** In 2012-13 to develop and implement an improved and robust system for the management of contractors

**Target 6:** In 2013/14 to monitor the effectiveness of that system for active contractors, obtaining a baseline performance position.

### 4.5 Target 4 – CHaSPI Score of 6.6

4.5.1 The team has been working towards the Corporate Health & Safety Performance Index (CHaSPI) since it was established in early 2012, during that time steps have been taken to improve the councils ability to deliver against the many working areas of the assessment, the score for CHaSPI has been re-assessed at various intervals, as shown below. The group are making good, steady progress towards the goal of 6.6 by March 2015



#### **4.6 Target 5 – Develop a Contractor Management System**

- 4.6.1 The Council has established a Contract Management Working Group which has developed new arrangements for the management of contractors which have been approved by Cabinet.
- 4.6.2 A new corporate contracts register is currently being developed by Governance utilising a new 'Civica' system.
- 4.6.3 Initial training on contract management has been provided to all key officers involved in the process. Further, specific training will be provided in due course on the councils specific approach to contractor management (policies, procedures, risk assessments, method statements, corporate forms etc)
- 4.6.4 The Councils arrangements relating to control of contractors have been externally audited and an action plan has been developed to drive forward further improvements

#### **4.7 Target 6 – Effectiveness of the Contractor Management System**

- 4.7.1 The original concept of preparing a spreadsheet to monitor contractor effectiveness has been superseded by Governance's implementation of the 'Civica' system, as referred to in 4.6.2.
- 4.7.2 Full ability to monitor contractor effectiveness will not be available until 2014/15 when use of the system is rolled out across the Council. New targets for 2014/15 have been included in the Occupational Health & Safety programme

## H & S Climate / Culture

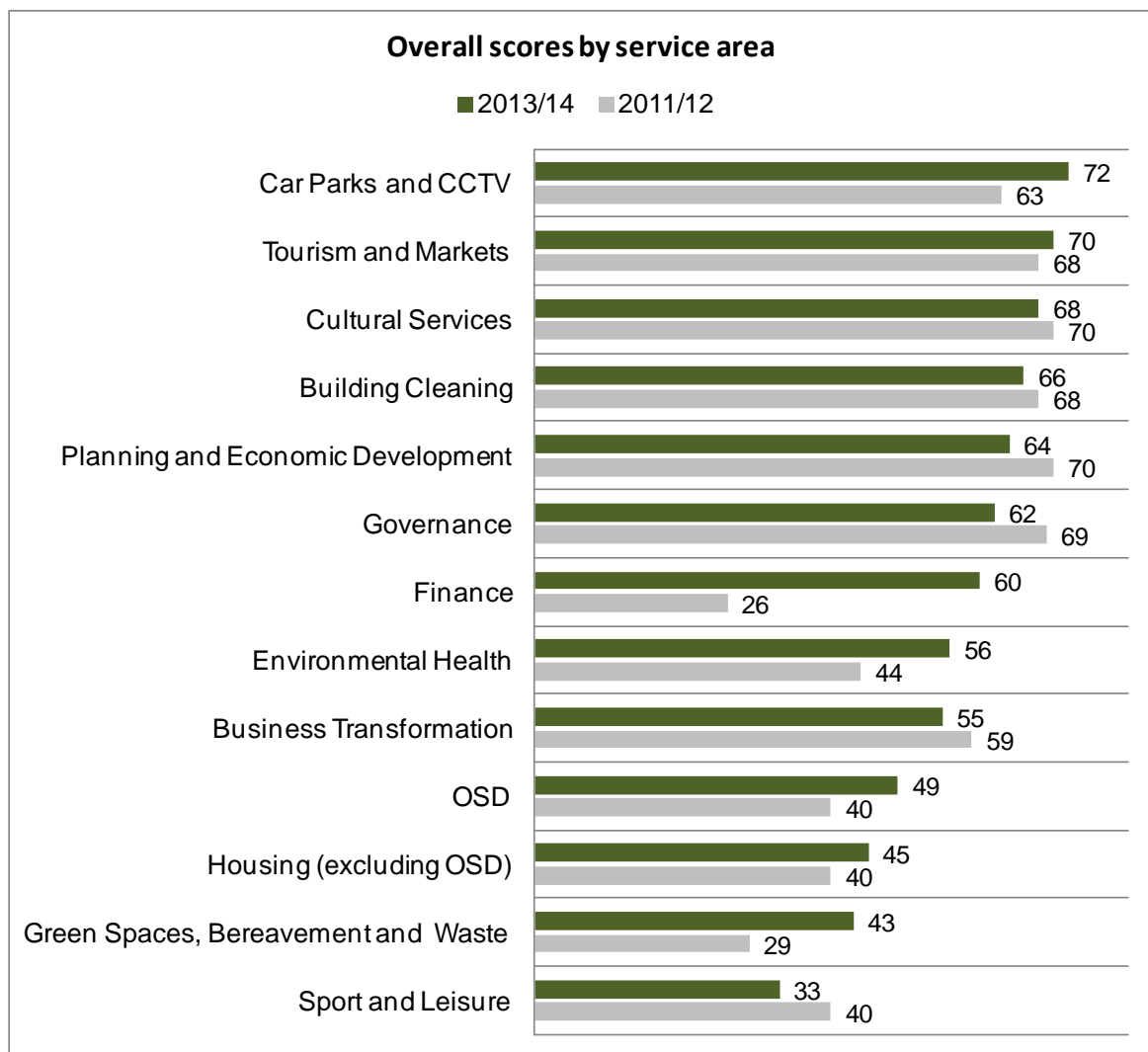
**Objective:** Over the period April 2012 – March 2015 the Council will demonstrate a continuously improving health and safety climate, with senior management commitment and governance.

**Target 7:** To achieve by 31 March 2015, an improved score, in relation to Accident Performance, Barriers to Safety & Supervision across all of the councils service areas in the employee health & Safety opinion survey

### 4.8 Target 7 - Improved H&S Climate / culture

4.8.1 The following detail shows the results of the Climate / culture survey which was carried out in 2011/12 and 2013/14.

4.8.2 The survey is designed to provide a score between -100 and +100. Anything above 0 is considered to be a positive, initial survey results for all services were therefore positive and the Council set targets to try and improve this position further by increasing all services to +50 or over in three key areas.



4.8.3 The 3 key areas highlighted for improvement in the 3-year improvement plan are Accident Performance, Barriers to Safety & Supervision. The table below shows Service specific scores for these key development areas for the 2011 survey compared to 2014 survey.

	Accident Performance		Barriers to safety		Supervision	
	2011	2014	2011	2014	2011	2014
Cultural Services	66	69	42	44	76	66
Tourism & Markets	54	72	59	59	59	74
Car Parks & CCTV	70	75	49	65	51	70
Planning & economic Development	64	65	67	60	59	60
Housing	38	47	23	28	30	32
OSD	38	40	23	24	30	55
Governance	81	60	73	68	75	47
Finance	45	59	7	53	8	58
Business Transformation	48	55	48	51	75	37
Leisure Centres	45	32	34	19	24	14
Building Cleaning	50	59	41	48	79	77
Spirepride (Environmental Services)	19	31	3	13	21	48
Environmental Health	41	51	27	43	44	60

4.8.4 Some service areas have managed to increase their score and some have already met the target. However, further work is still needed in several service areas if they are going to reach the targets set for the final survey in 2015.

4.8.5 It is important that Management teams understand the reasons for the survey results in their Services. To do this they need to discuss their results with their staff through team meetings, focus group meetings etc. Once they understand the reasons for less than satisfactory survey responses they will be able to put together action plans to drive the improvements that are needed to ensure that the targets for 2015 will be met.

### Occupational Health

**Objective:** Over the period April 2012 to March 2015 the Council will continuously reduce its overall reported work related to ill health

**Target 8:** 2012-13 to introduce a comprehensive system for recoding cases of work related ill health

**Target 9:** 2012/13 to obtain a benchmark level for the incidence of cases of work related ill health

**Target 10:** 2013-15 Targets to be set to reduce the level of work related ill health based on the 2012/13 baseline level

**Target 11:** 2012/13 to successfully implement the Councils stress Management Policy across all services related ill health



4.9.1 Previously, when analysing sickness absence data it was not possible to determine whether or not the absence was due to work related factors. Furthermore, due to the way the reasons for the absences were grouped on Resource Link, it was not always possible to determine the exact cause of absence.

4.9.2 In order to achieve this target, Human Resources have developed Resource Link to allow the capture of more detailed absence data. The changes have been made based on the HSE’s toolkit for recording sickness absence.

4.9.3 The absence data originates from return to work interviews which should be conducted by managers following every period of sickness absence. Human Resources have amended the Return to Work interview (S2) form to replicate those changes made in Resource Link.

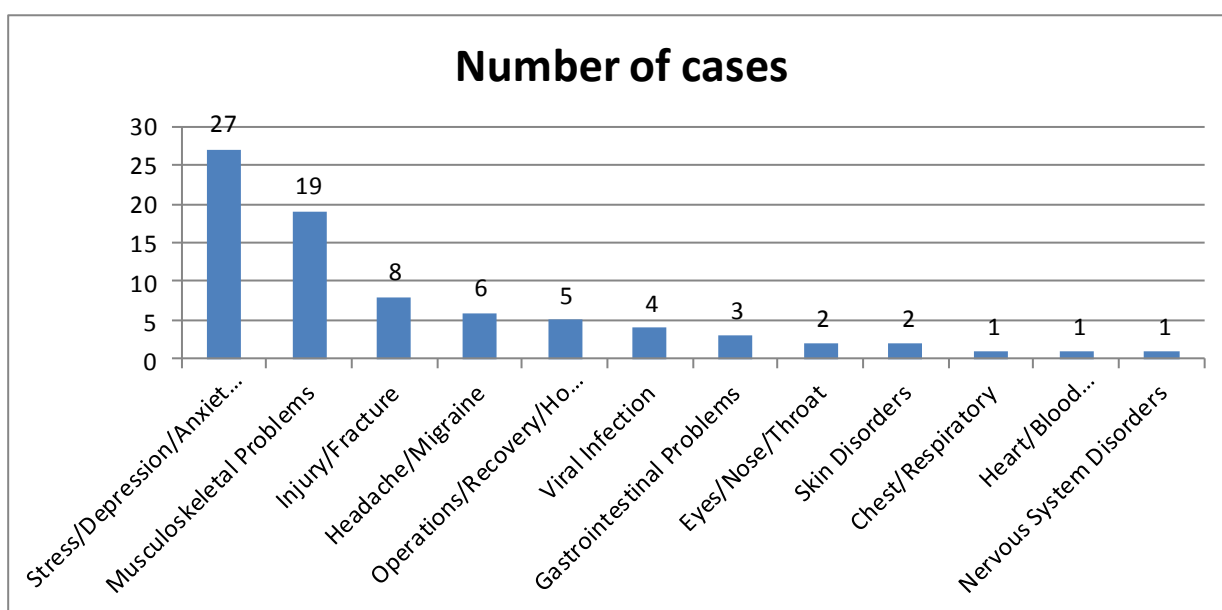
4.9.4 Providing Council managers fully complete the S2 form, the following information should be available for each period of sickness absence:

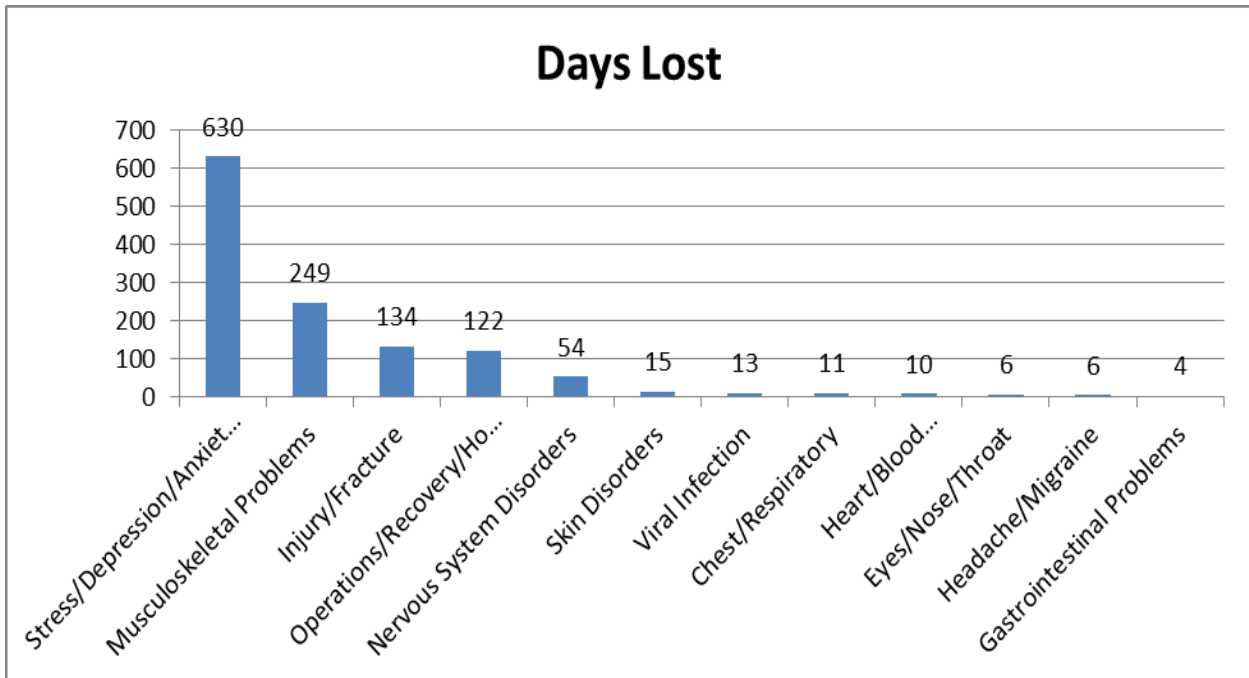
1. The length of the absence
2. The top level reason for the absence (e.g. Anxiety/Stress/Depression/other psychiatric illness)
3. The detailed reason for the absence (e.g. Stress)
4. Whether or not the cause of the absence was work related.

4.9.5 The systems put in place by Human Resources record only those cases where an absence has occurred. It is acknowledged that work related ill health does not necessarily result in absence from work.

4.10 **Target 9**

4.10.1 The above changes to the absence recording systems were implemented in November 2012. The results of the data collected during the period 1<sup>st</sup> April 2013 until 31<sup>st</sup> March 2014 for work related absences are as follows:





The total number of days lost due to work related absences during the period 1<sup>st</sup> April 2013 until 31<sup>st</sup> March 2014 was 1253 days. These absences were accumulated from 72 employees and an FTE of 65.3.

The data above identifies mental health and musculoskeletal issues as being the two biggest causes of work related absences. These two areas should be the immediate targets for action.

#### 4.11 **Target 10**

4.11.1 Data regarding occupationally related ill health was presented to the Council's Health and Safety Committee on 31<sup>st</sup> October 2013. During this meeting the following targets for improvement were agreed to target high risk areas:

- 5% year on year reduction in the number of cases of occupationally related anxiety, stress and depression
- 5% year on year reduction in the number of days lost due to occupationally related anxiety, stress and depression
- 5% year on year reduction in the number of cases of occupationally related musculoskeletal conditions
- 5% year on year reduction in the number of days lost due to musculoskeletal conditions

#### 4.12 **Target 11**

4.12.1 Human Resources in consultation with Council managers and Trade Unions have developed a new Managing Workplace Stress Policy. The new policy which was agreed by Council Members with effect from 1<sup>st</sup> April 2012 aims to be more proactive in identifying potential causes of workplace stress in order that steps can be put in place to reduce the risk of stress occurring.

4.12.2 To coincide with the implementation of the policy, Human Resources arranged a stress training programme for Chief Officers, Heads of Service, Service Managers and Managers of the Council.

4.12.3 Since the Policy was launched on 16<sup>th</sup> May 2013 Council managers have reported to Health and Safety Committee on their progress in relation to the implementation of the policy.

## 5.0 SUMMARY OF COSTS

5.1 All cases of occupational ill health and accidents carry a cost for the Council, these costs are made up of administrative time dealing with the accidents, near misses or cases of ill health, the costs of lost days when employees are off sick or are working reduced duties, or the cost of insurance claims which may be lodged against the council relating to accidents and ill health.

5.2 The following table summarises the known costs associated with accidents and ill health for CBC

	2012/13	2013/14	2014/15
Accidents – Admin	£10,700	£11,700	
Accidents – Time off	£44,200	£44,200	
Ill Health – Admin			
Ill Health – Time Off			

5.3 The following table summarises the costs of insurance claims for CBC since 2012/13, whilst not all these costs can be directly attributable to cases of occupational ill health & Accidents, a proportion can and the work which CBC undertakes to improve its performance against the OH&S improvement plan, should have a positive effect on the insurance refigures.

01/10/2012 - 30/09/2013				
Type	Claim Count	Net paid to Date	Remaining Reserve	Total Incurred
Total	100	£215,839	£114,542	£330,381
Motor	21	£13,522	£10,044	£23,566
Employer Liability	7	£4,875	£63,032	£67,907
Public Liability	72	41466.08	197442	238908.08
<b>Plus</b>				
Motor Under Excess	53			15271.62
Low Value Claims	12	£1,537	£0	£1,537
01/10/2013 - 31/03/2014				
Type	Claim Count	Net paid to Date	Remaining Reserve	Total Incurred
Total	44	£17,860	£116,710	£134,570
Motor	6	£16,859	£10,003	£26,862
Employer Liability	2	£0	£12,559	£12,559
Public Liability	36	1001	94148	95149
<b>Plus</b>				
Motor Under Excess	14	£9,844	£0	9844.12
Low Value Claims	3	£312	£0	£312