

OUR PEOPLE

Focus on Corporate Health, Safety & Wellbeing

Annual Review **2020/2021**

Warwickshire County Council, a place that promotes a safe and healthy work environment keeping our people healthy and safe, every day at work.



Health, Safety & Wellbeing Warwickshire's story



Message from Monica Fogarty, Chief Executive

Here at Warwickshire County Council, we believe that the best way we can show a person that we care is to be concerned for their personal health, safety and wellbeing. This has never been more important to us than throughout the Pandemic.

Throughout 2020-2021 we faced an unprecedented challenge to keep all our people safe and healthy. It is a credit to our workforce that each challenge was responded to rapidly, enabling us to remain effective as a council during this difficult time. We are committed to promoting health and safety and to supporting our people to be the best they can be.

I know that we all look forward to sustaining our ability to adapt and learn innovative ways to enrich the health, safety and wellbeing of our people over the coming year.

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At a glance

Throughout this challenging year we have worked in collaboration with our colleagues to ensure all our essential council services have remained fully operational during the COVID pandemic. We have supported all our people to meet the individual difficulties faced by each of us during the global pandemic, and we are pleased to present what we have achieved in 2020-2021 and our challenges for 2021/2022.

- **Regular Check ins with our staff have allowed us to see how people are feeling and tailor our supporting staff offer. Showing at least 80% of our staff have been doing ok or better**
- **The pandemic enforced lockdowns and working at home arrangements have been truly extraordinary in both protecting the communities from the virus and reducing the rate of recorded accidents and injuries sustained at work. The continued lifting of COVID restrictions and a return to hybrid working will be monitored to see if this incident trend is reversing and to what extent**
- **Our Health, Safety and Wellbeing Culture**
- **Using our People Strategy building blocks to build our Health, Safety and Wellbeing framework that continues to support an inclusive environment for safe and healthy people**
- **Increase the use of technology to gather health, safety, and wellbeing data to enable the council to make clearer evidence-based decisions and focus on priorities.**



Through the later end of 2020, the council refreshed its Our People Strategy, to drive through the vision of Warwickshire County Council, a great place to work where diverse and talented people are enabled to be their best.

Embodying our Values and Behaviours, the Our People Strategy is built on 6 building blocks:

Our behaviours

Our behaviours were first introduced in 2016 and these haven't changed. Our behaviours frame how we should behave at work. They help us to understand how we should go about our work and the way we should interact with each other and our customers.

- do what we say.
- move with purpose and energy.
- focus on solutions.
- help people and communities to find their own solutions.
- build strong working relationships.
- be the best we can be.

To support the achievement of our vision, five key organisational values have been identified:



High performing



Collaborative



Customer focused



Accountable



Trustworthy

Our People Strategy building blocks

The building blocks provide the foundations for the delivery of Our People Strategy vision. We have identified six key building blocks:

Culture, values and behaviour

Leadership

Organisational Development and Design

Performance

Reward and recognition

Talent development and career opportunities

For each building block we have a clear set of outcomes we need to achieve so that we can fulfill our vision and transform as an organisation in a way which is sustainable.

Health, Safety & Wellbeing Performance & Achievements 2020/2021

The response to the COVID Pandemic has dominated the health, safety and wellbeing service since March 2020 and throughout these incredibly difficult times our focus has always been to safeguard the wellbeing of all our people.

Our response to the COVID-19 pandemic has three areas of clear achievements:

Maintain critical services at the peak of the pandemic

Maintain critical services at the peak of the pandemic –

We quickly responded to and implemented guidelines and protocols to ensure critical services were maintained, all our people always felt safe at work and supported networks wherever needed. We supported our communities and vulnerable people and assisted wherever possible both professionally and personally

Strengthened our resilience to the Pandemic

Strengthened our resilience to the Pandemic –

We kept our people supported with up to date COVID information about rapidly changing situations on the ground. Maintained and communicated clear guidelines to all our people, supported networks and increased our employee assistance programmes to ensure all our people had access to support

Supported our people during the pandemic and through the easing of restrictions

Supported our people during the pandemic and through the easing of restrictions-

Recognising that the new environment in which our people were working was changing rapidly and bringing new health & safety challenges with hybrid working, we successfully implemented and increased health, safety and wellbeing arrangements in response to keep our people safe and healthy. This work continues into 2022

Highlights Summary

Highlights of just some of the great work completed in response to the COVID Pandemic.

300+

Covid Risk Assessments

10,000+

Covid Tests supported

160

Warwickshire Schools Supported

Our Employee Assistance Programme Extended to Warwickshire Schools

1000+

Covid related enquiries

1-2-1 Wellbeing meetings

weekly wellbeing articles as part of working for Warwickshire

Keeping you well at work with information, guidance, tips and support

280 Social Care providers supported with EAP



Staff Wellbeing Check in surveys



Employee support networks

Information, guidance and tools for managers - working from home safely

Wellbeing, physical and mental health support

Support and advice to services on safe recovery and re-instatement post COVID

10,000 + Community support activities completed

200+ Covid response meetings supported

Warwickshire Lateral Testing Sites supported

150+ adverse event investigations during the COVID-19 pandemic

Meeting our Occupational Health, Safety & Wellbeing Challenges for 2021/22

At Warwickshire County Council our workplaces and the way we work will need to respond to continual change. The emergence of the COVID pandemic in 2020 showed us that the way we work, and the expectations of our people can change quickly and dramatically, and what is truly achievable if we all work together.

As we move towards a more hybrid way of working post pandemic, we encounter new health, safety & wellbeing challenges that require changes to the way we help all our people be safe and healthy. At times of rapid change, it's more important than ever to continue to strengthen our safety culture and maintain strong communication links, ensuring that our top priority remains the health, safety and wellbeing of our people.

Working to Our People Strategy priorities



How we manage health, safety and wellbeing is an essential component to developing our core culture, values and behaviour.

Our challenge is to grow an environment that supports a strong health, safety and wellbeing culture. A culture that is embedded in the heart of everything our people do daily

Develop our health, safety and wellbeing culture

Many factors affect a person's behaviour towards their own health, safety and wellbeing. External environmental factors also play a big part in a person's thoughts and actions while at work. Things like age, demographics, mental health, physicality, and lifestyles all play a significant part in how each of us behave at work. An individual's behaviour can also significantly impact on the health, safety and wellbeing thoughts and actions of others around them. These complexed factors should all be considered in our approach to how we support and meet new people expectations, never more important than now, as we ease out of the unprecedented global pandemic into a new world that has changed and continues to change rapidly.

One of the best ways we can continuously manage and adapt to these complexed behaviours is by strengthening and maintaining a strong and effective health, safety and wellbeing culture. A culture where all our people continue to feel supported and have the opportunity to be part of building our work environments that both support health, safety and wellbeing as a daily core value and support living healthily and lifestyle choices for all our people.

Creating an effective workplace health, safety and wellbeing culture has the single greatest impact on accident reduction.

Effective communication with our people is key to promote a positive health and safety culture.

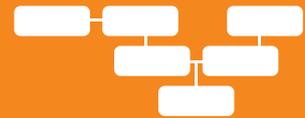
Effective communication with our people is key to promoting positive relationships with others. By listening and understanding our people and conveying their thoughts and insights clearly in ways that others can understand we will promote our positive health & safety culture at all levels.

- Key Focus Areas for 2021-2022 will be Communication & Empowerment - We will continue to improve communication and engagement channels that encourage all our people to speak openly and honestly on health & safety matters.

Develop management systems that continue to support and strengthen our health, safety and wellbeing culture

The pandemic accelerated work that was already underway to review how we work, how we engage with our people and how we use their valuable insights to constantly innovate and re-image our approach to health, safety and wellbeing management.

Organisational Development and Design



Learning through our people

We have learnt through our successful staff check-in surveys that continuous engagement and allowing our people to be part of decision making for health, safety and wellbeing has a positive outcome. We want to continue to listen to the views of all our people and gain valuable insights to improve how we support our people to be safe and healthy, every day at work. We've listened and understood that lengthy health and safety policy documents are sometimes not helpful, so we are developing a simpler health, safety and wellbeing statement that defines the Council's principles to manage health, safety and wellbeing to replace our existing policy. We have developed these simplified commitments and principles in consultation with the Council's employee forum and union representatives, and wWocess for the health, safety and wellbeing management system going forward.

Principles that shape work environments to support health, safety and wellbeing as a daily core value and offer support on living healthily and lifestyle choices for all our people

DELIVERY FRAMEWORK

An improved type of Health, Safety and Wellbeing management system that's designed to be easier to use for everyone in the Council.

We want all our people to support our commitments and principles, so we are focused on developing our new health, safety and wellbeing delivery framework. We believe a delivery framework is the best way to engage with all our people and with a clearer format more suited for easy guidance on health, safety & wellbeing management arrangements for all levels.

Our focus for 2021/2022 is to continue to develop this delivery framework with consistent principles and measurable outcomes that engage and interact with our people.



Importance of measuring our success

A significant part of any health, safety and wellbeing management system is to measure its success based on performance targets.

The traditional primary purpose of measuring health and safety performance is to provide regular information to our leadership teams. We now believe that all our people should have the opportunity to reflect on how we are performing. Sharing our performance data is an opportunity to communicate and engage with all our people on our health and safety performance and activities.

By giving all our people the right information on health, safety and wellbeing performance we hope to have a significant impact on their feelings of empowerment and inclusiveness, both key principles to build a balanced safety culture that listens and supports our people across all levels of our organisation.

Working with our communication partners across the organisation we will use technology to enhance our communication with a new dedicated health, safety and wellbeing portal page on the councils iWarwickshire intranet.

As part of our delivery framework model we will regularly share important health, safety and wellbeing information with all our people.

Measures on Health, Safety & Wellbeing Performance

By measuring performance we can ensure there is opportunity for continuous improvement.

As metrics become available through enhanced technology use we will report on the following performance areas

- Numbers of engagement campaigns and newsletters launched
- Results from health, safety & wellbeing surveys
- Number of inspections and audits conducted against delivery targets

- Benchmarking our Health & Safety Performance with comparative organisations
- Number of employee engagements and interactions completed
- Number of corrective and improvement opportunities raised during audits and inspections
- Number of outstanding or overdue corrective actions required to improve compliance
- Number of reported incidents to the Health & Safety Executive (RIDDOR)
- Number of corrective recommendations from incident investigation
- Number of employee days lost due to injury or illness related to work activity
- Number of reported medical treated injuries
- Days lost per employee – stress / anxiety / mental health / musculoskeletal Injury associated to work activities
- Calculated incident ratings based on incidents / injuries per FTE
- Targets for reduction on incident rates
- Identified trends and risk profiles
- Number of liability claims against the Council from work related incidents

Key Focus Areas for 2021-2022

Communication & Empowerment

- Increase face to face engagements
- Encourage individuals who want to make real change
- Maintain a strong connection with the grassroots of the council.
- Translate our people's valuable health, safety, and wellbeing insights into workable action plans
- Working together we are open to listen and seek to involve a range of opinions



Customer focused

As we emerge from the global pandemic, we will continue to focus on working together, communicating and empowering our people.

Communication and engagement is an essential element of both our safety culture and our health, safety and wellbeing management system.

Listening and understanding what our people want to support their health, safety and wellbeing will be a key focus for 2021/22. We will always work towards maintaining an environment that supports our people at every level to be safe and healthy, every day at work by:

- Increasing internal communications on health, safety and wellbeing at all levels up, down and across the Council
- Increasing engagements on matters of health, safety and wellbeing
- Increasing our positive reporting process and the publication of safety performance data at all levels
- Increase programmes that empower our people to be an integral part of the Council's health and safety culture.

Information driven priorities

Using technology to gather inclusive health, safety and wellbeing data is of crucial importance to the Council to keep our people safe and healthy at work. Data not only helps us identify and act on emerging health and safety issues, but also improves our understanding of our current safety culture and supports clearer evidence-based decisions. Focusing on priorities, outcomes and agreed objectives that our people feel part of.

Using technology to gather inclusive health, safety and wellbeing data enables the Council to focus on areas that have the most impact. We will reflect in shared communications on the collected data to make sure we have really heard what our people had to say.



High performing

Technology based innovations

- Using technology as a health, safety & wellbeing enabler is key to understanding the needs of our people
- Share information across the council
- Listen to our people at every level

Increased data will improve our risk assurance by:

- Aligning all data and improve leadership insights
- Easing the administrative burden of audits and inspection processes and centralise data
- Giving the ability to continuously monitor safety performance across the whole Council
- Identifying risks through audits and inspections
- Turning collected data into actions and remediations, track actions, compliance accountability and report on progress to leadership
- Increasing operational risk visibility
- Unifying corporate and operational risk to improved visibility and spot trends to proactively implement corrective and preventative actions



Accountable



Key Measures and Definitions

RIDDOR:

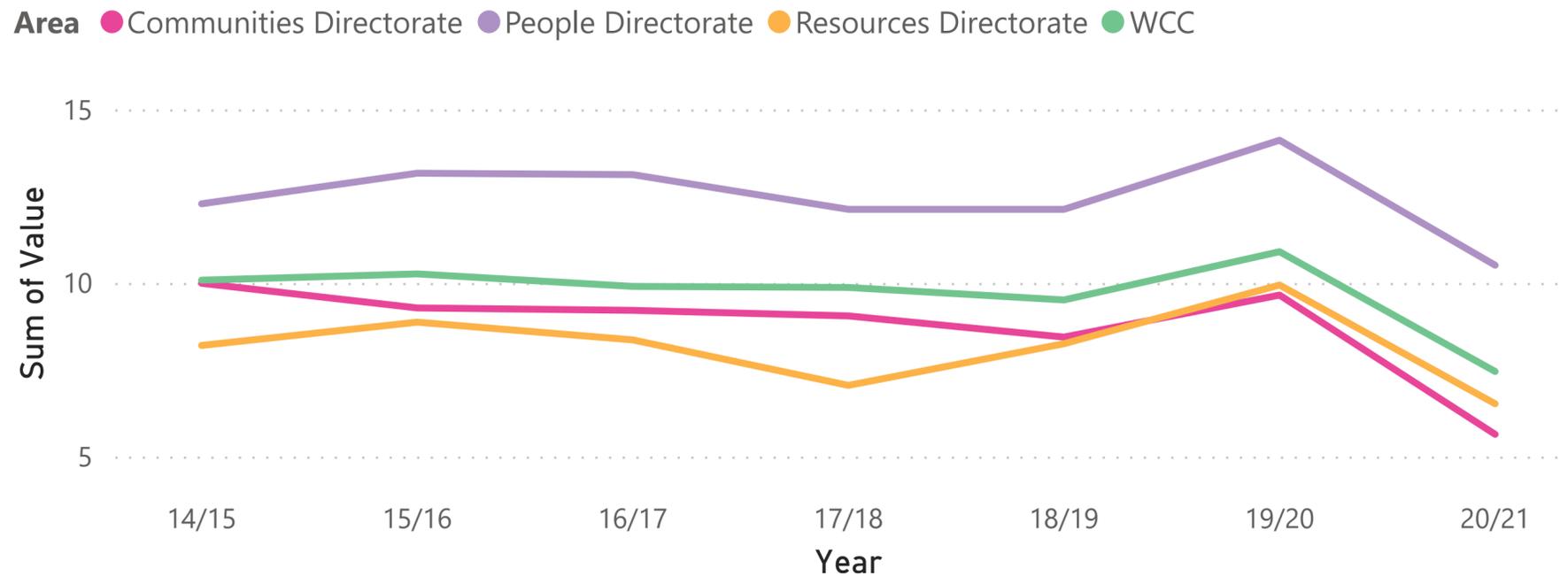
Warwickshire County Council, a place that promotes a safe and healthy work environment keeping our people healthy and safe, every day at work



Health and Safety Annual Report 20-21

Absence

Days per FTE



Days per FTE has **decreased**

WCC Days per FTE 19/20	10.90	↓	WCC Days per FTE 20/21	7.45
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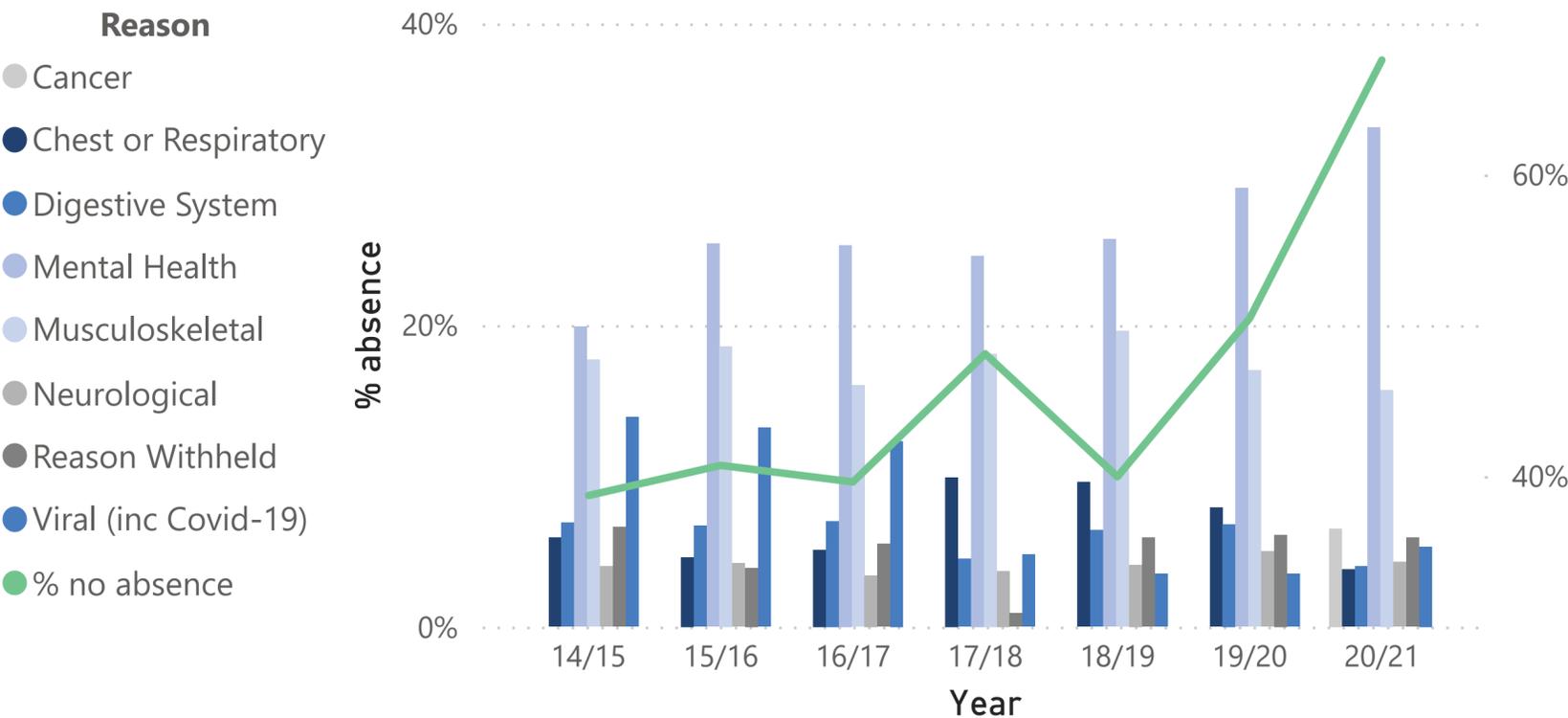
% of staff with no absence has **increased**

% staff with no absence 19/20	50.5%	↑	% staff with no absence 20/21	67.6%
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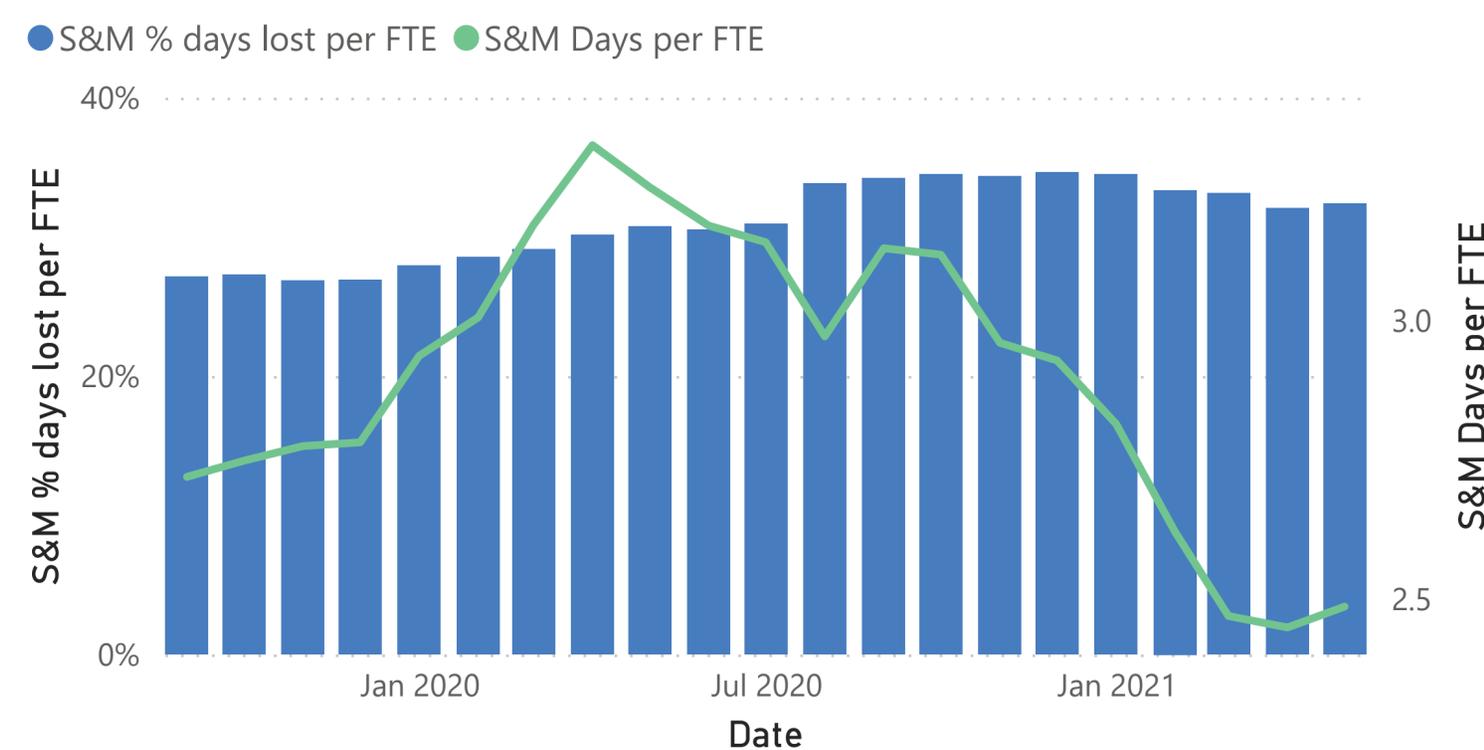
Top Sickness absence reasons 20/21

Stress and Mental Health	33.1%	Musculo-skeletal	15.7%	Cancer	6.5%
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Top Reasons for Absence and % of all staff with no absence trend



Stress and Mental Health % of days lost



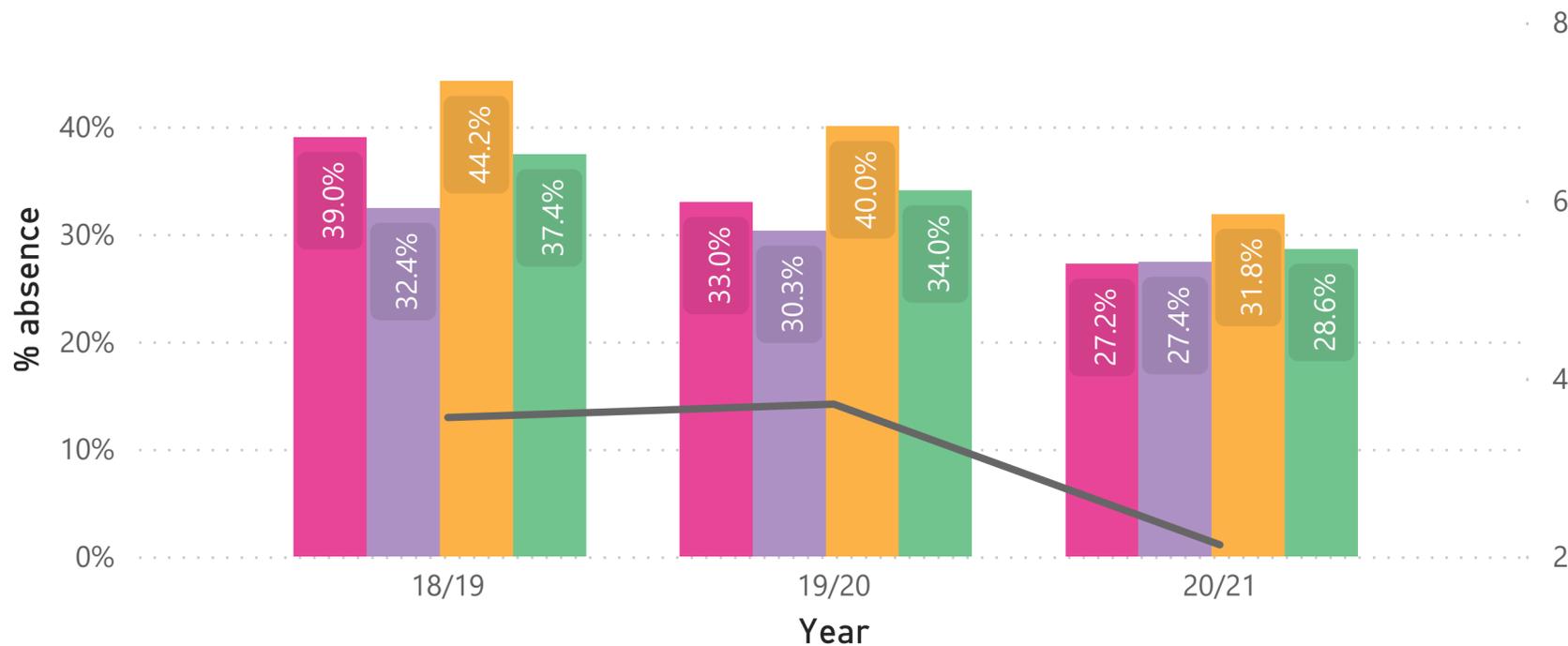
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Absence

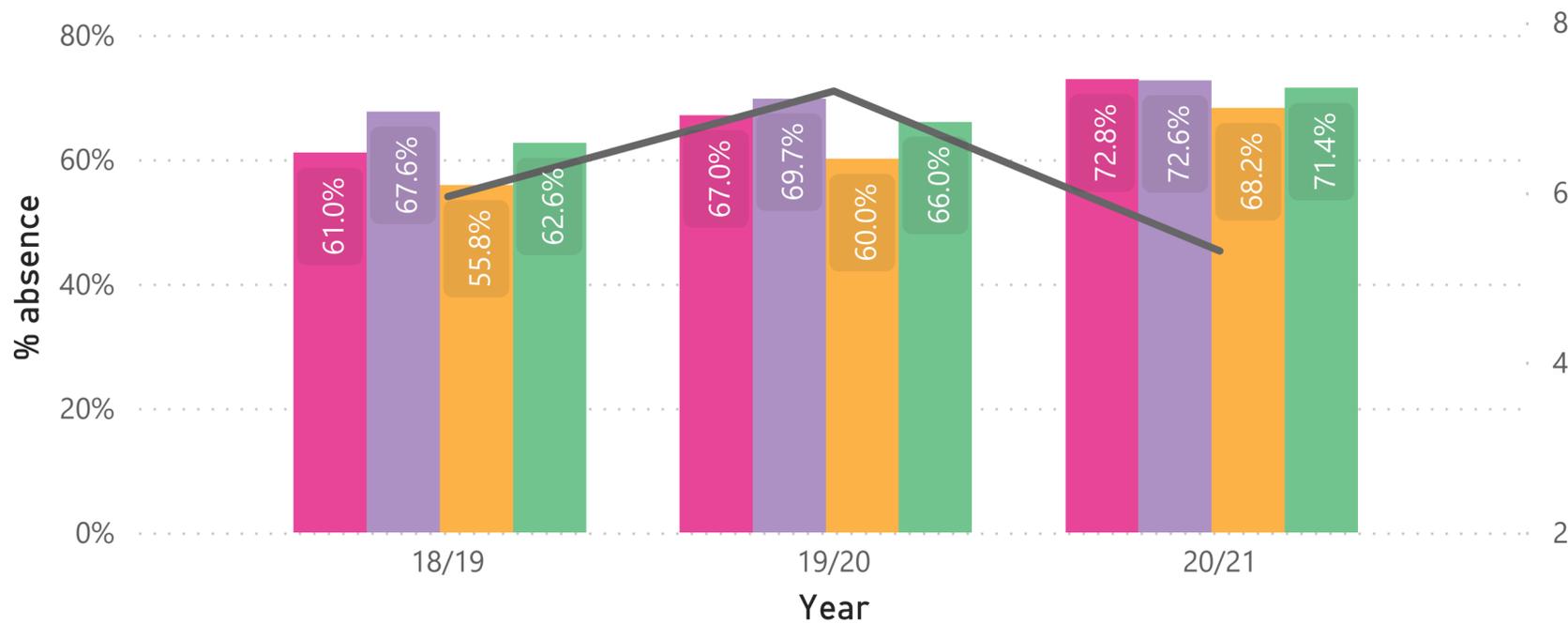
% days lost to short term absence

Area ● Communities Directorate ● People Directorate ● Resources Directorate ● WCC ● Days per FTE



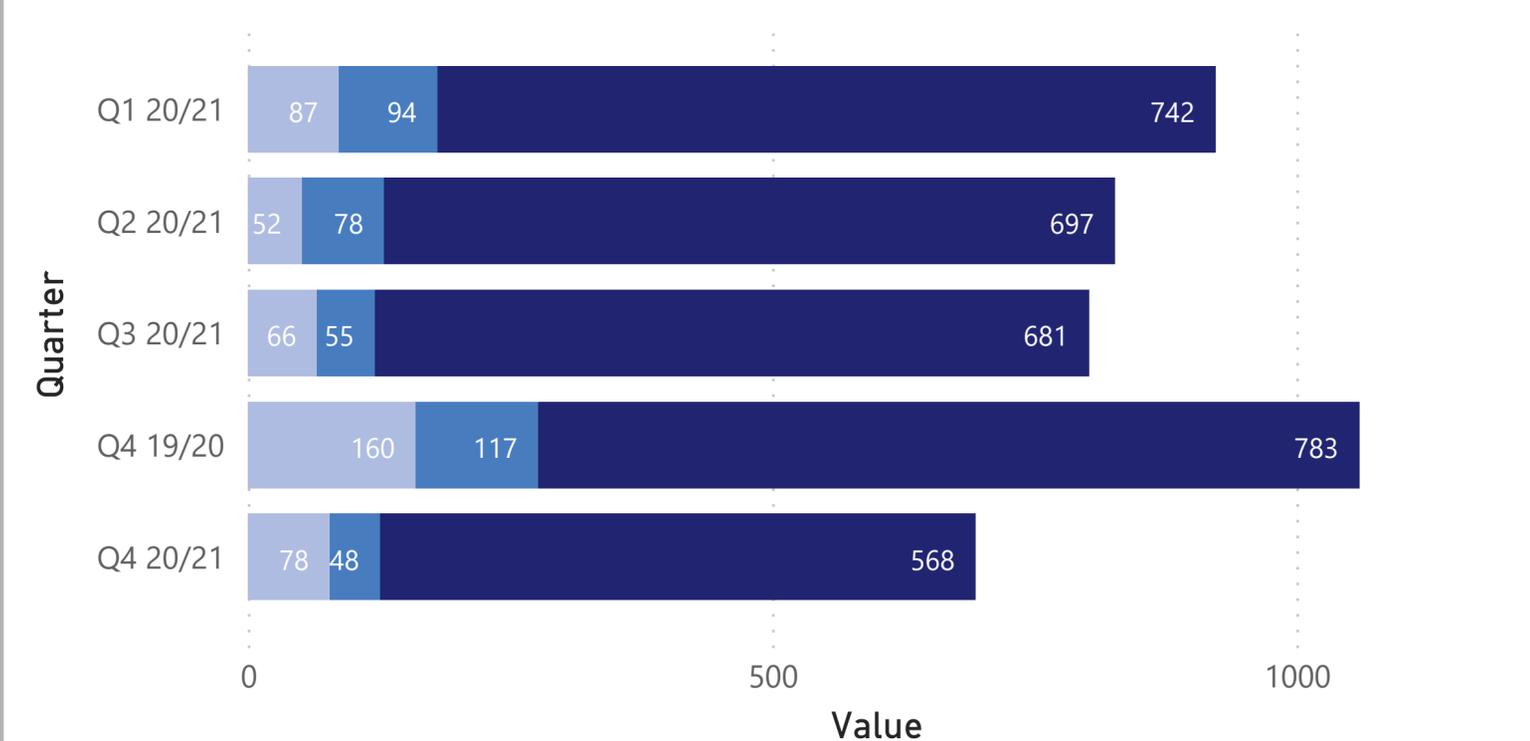
% days lost to long term absence

Area ● Communities Directorate ● People Directorate ● Resources Directorate ● WCC ● Days per FTE



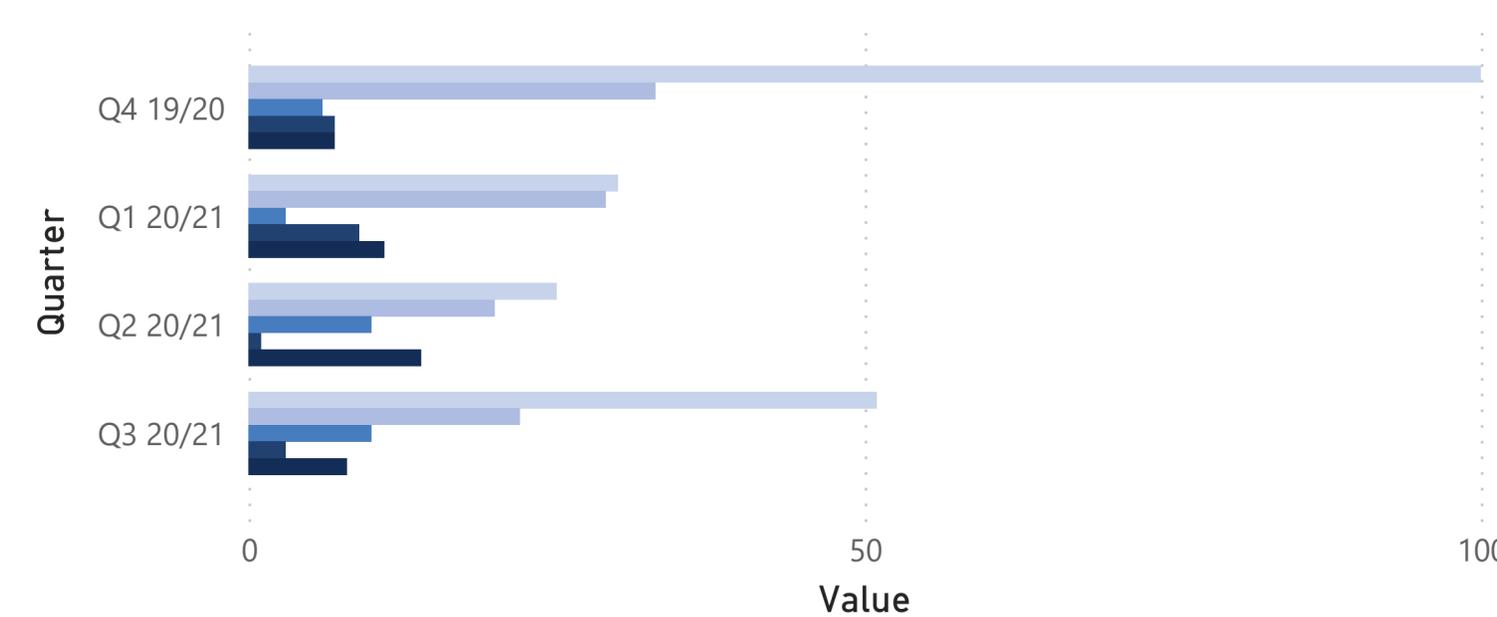
Number of staff hitting trigger indicators

Trigger ● 3 in 6 months ● 5 in 12 months ● 10 days in 12 months



Long term absence by length

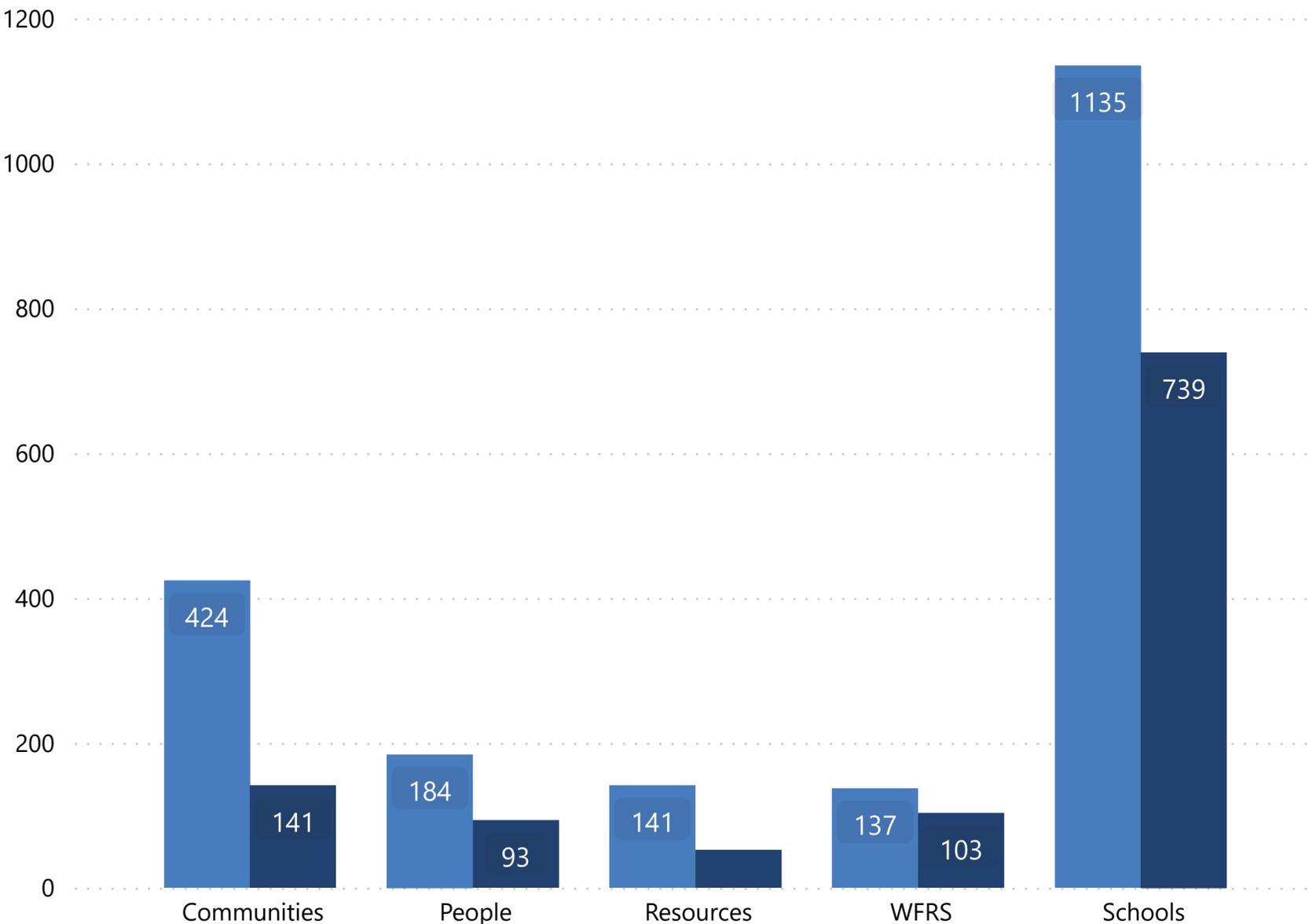
Length ● 1-3 Months ● 3-6 Months ● 6-9 Months ● 9-12 Months ● 12+ months



Accidents & Incidents

Total Accidents & Incidents by Year and Directorate

Year ● 2019/2020 ● 2020/2021



Total accidents and incidents has **decreased**

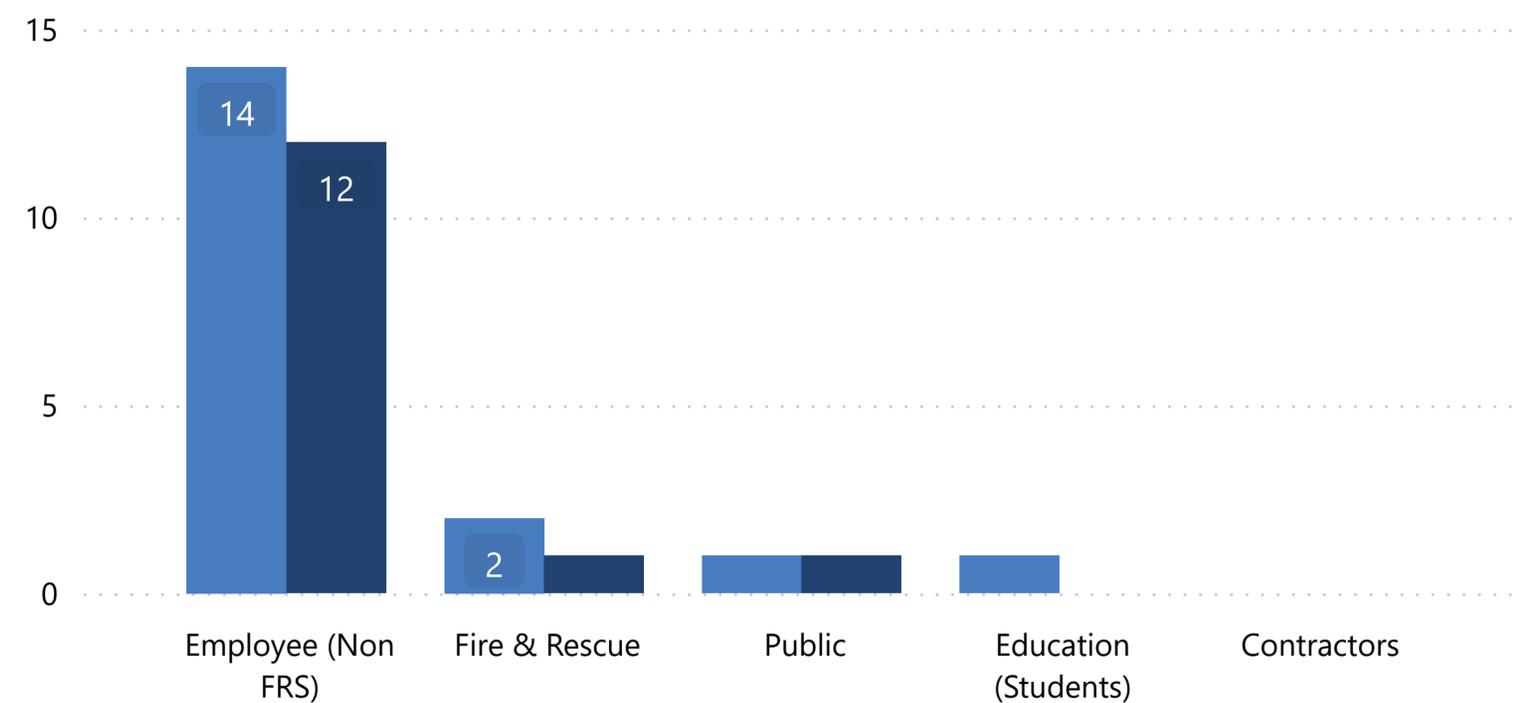
Total Accidents & Incidents in 2019/2020	↓	Total Accidents & Incidents in 2020/2021
2021		1128

RIDDOR reportable incidents has **decreased**

RIDDOR Reportable Incidents in 2019/2020	↓	RIDDOR Reportable Incidents in 2020/2021
18		14

RIDDOR Reportable Incidents by Year and Group

Year ● 2019/2020 ● 2020/2021

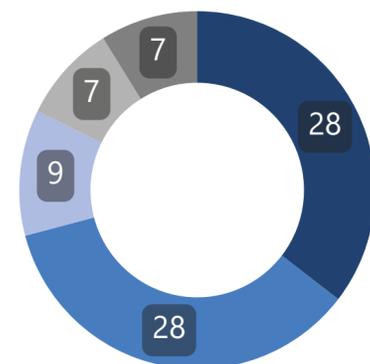




Corporate - Top 5 Common Identified Causes in 2020/21

Type Classification

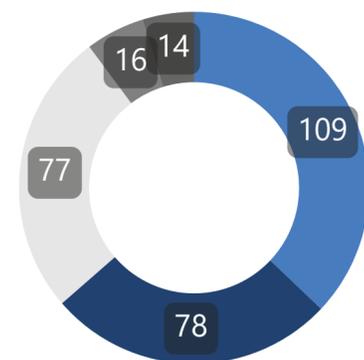
- Acts of aggression to Operational staff
- Slip, trip & Fall
- Manual Handling
- Dangerous Occurance
- Hit by moving, flying or falling object



Schools - Top 5 common Identified Causes in 2020/21

Type Classification

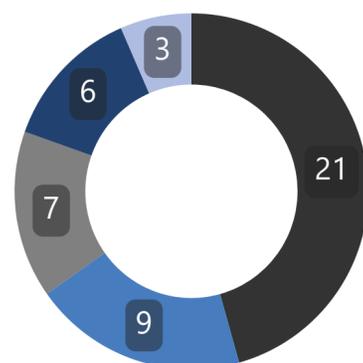
- Slip, trip & Fall
- Acts of aggression involving pupils
- Incident during Play
- Hit something fixed or stationary
- Hit by moving, flying or falling object



Fire and Rescue - Top 5 Common Identified Causes in 2020/21

Type Classification

- Personal Injury
- Slip, trip & Fall
- Hit something fixed or stationary
- Acts of aggression to Operational staff
- Manual Handling



Total identified causes have decreased for all areas aside Fire & Rescue from 2019/20 to 2020/21.

	Top Common Identified Causes 2020/21	Total identified causes 2020/21	
Corporate	Acts of aggression to Operational staff	130	↓
Schools	Slip, trip & Fall	371	↓
Fire & Rescue	Personal Injury	53	↑

* Accidents/Incidents involving Near misses/Hits has been excluded from the top common causes



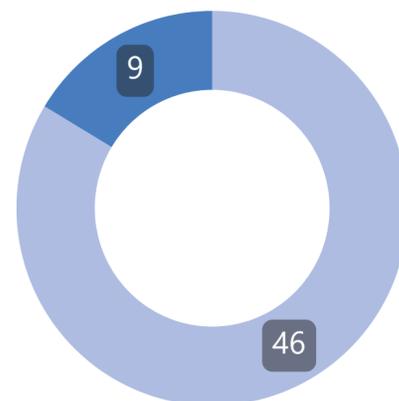
Pro-active risk management - near miss/near hits reported

Corporate - Near Misses/Hits 2019/20 and 2020/21

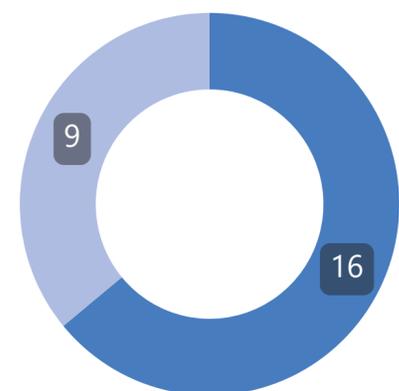
Year

● 2019/2020

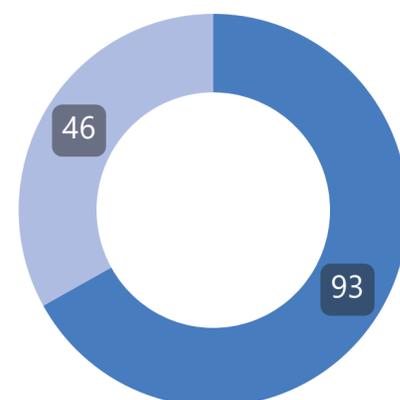
● 2020/2021



Schools - Near Misses/Hits 2019/20 and 2020/21



Fire and Rescue - Near Misses/Hits 2019/20 and 2020/21



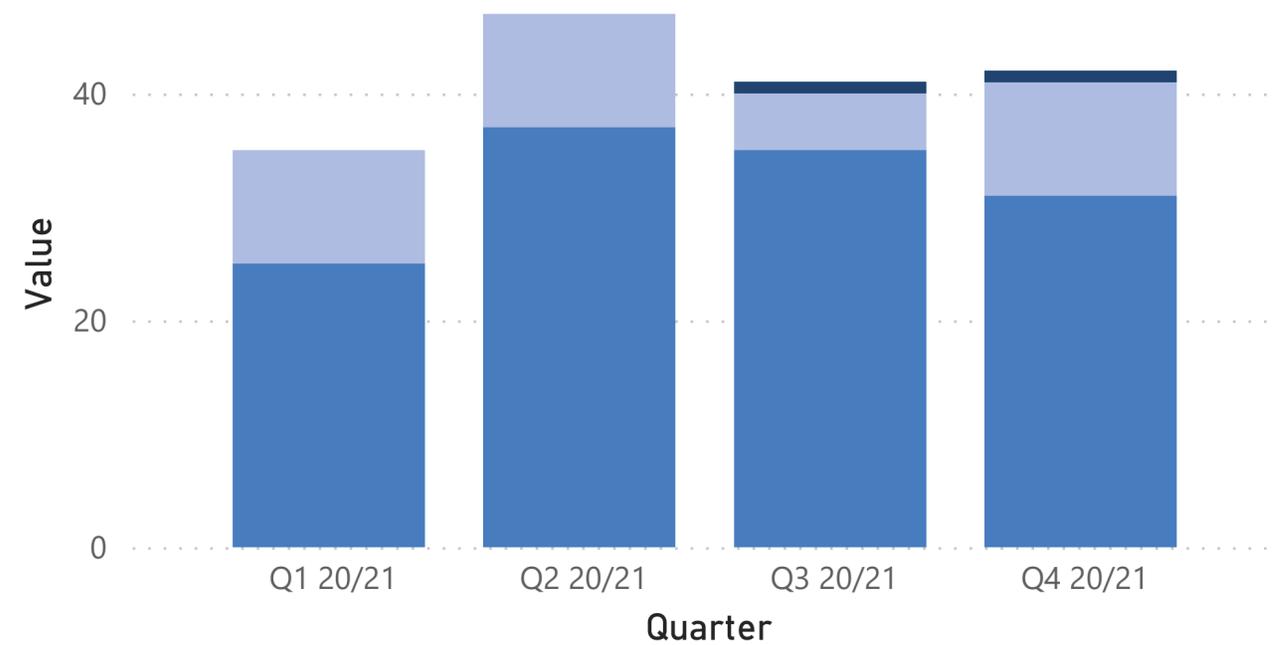
Accidents/Incidents involving near misses/hits has decreased for Corporate, but increased for both **Schools** and **Fire and Rescue** between 2019/20 and 2020/21 data.

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Employee Assistance Programme & Occupational Health

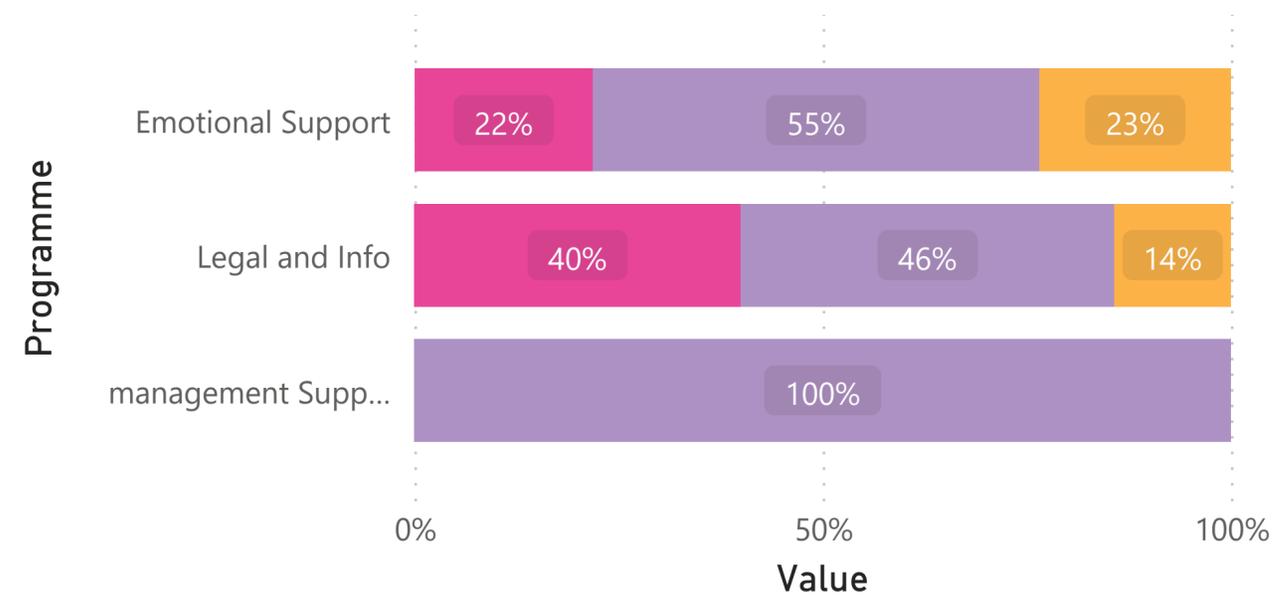
Employee Assistance Programme

Programme ● Emotional Support ● Legal and Info ● management Support



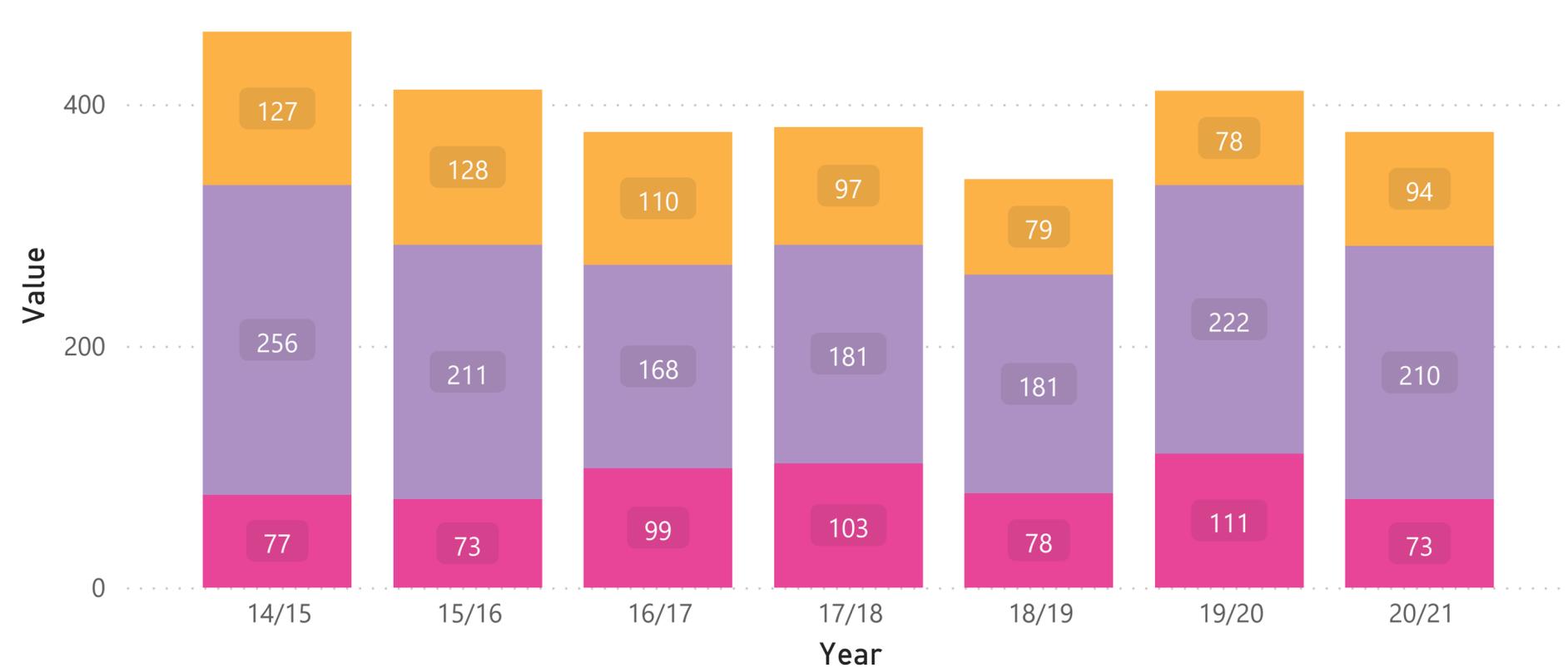
Programme by Directorate

Service ● Communities ● People ● Resources



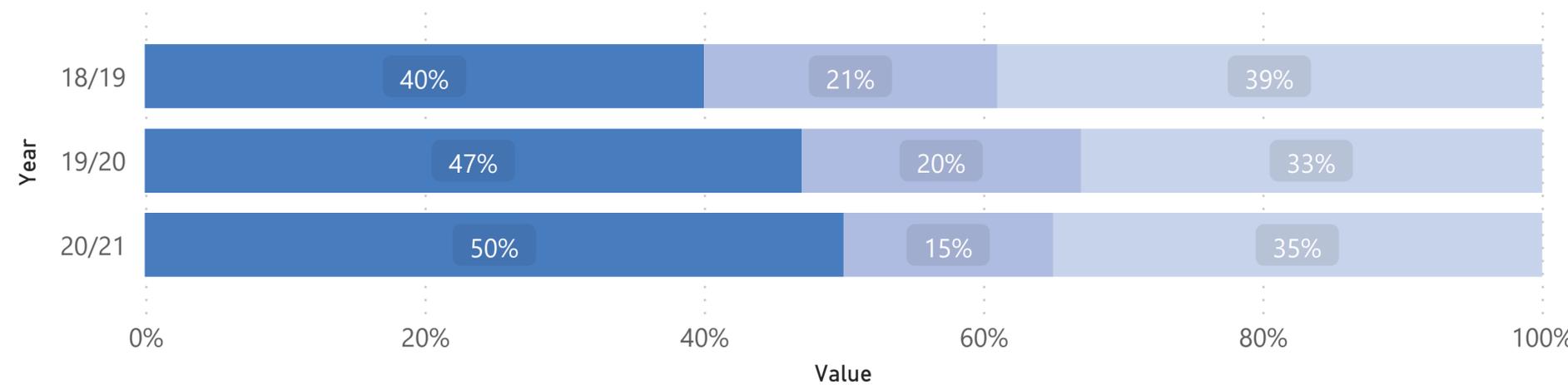
Number of Occupational Health Referrals by Year and Directorate

OH referrals ● Communities ● People ● Resources



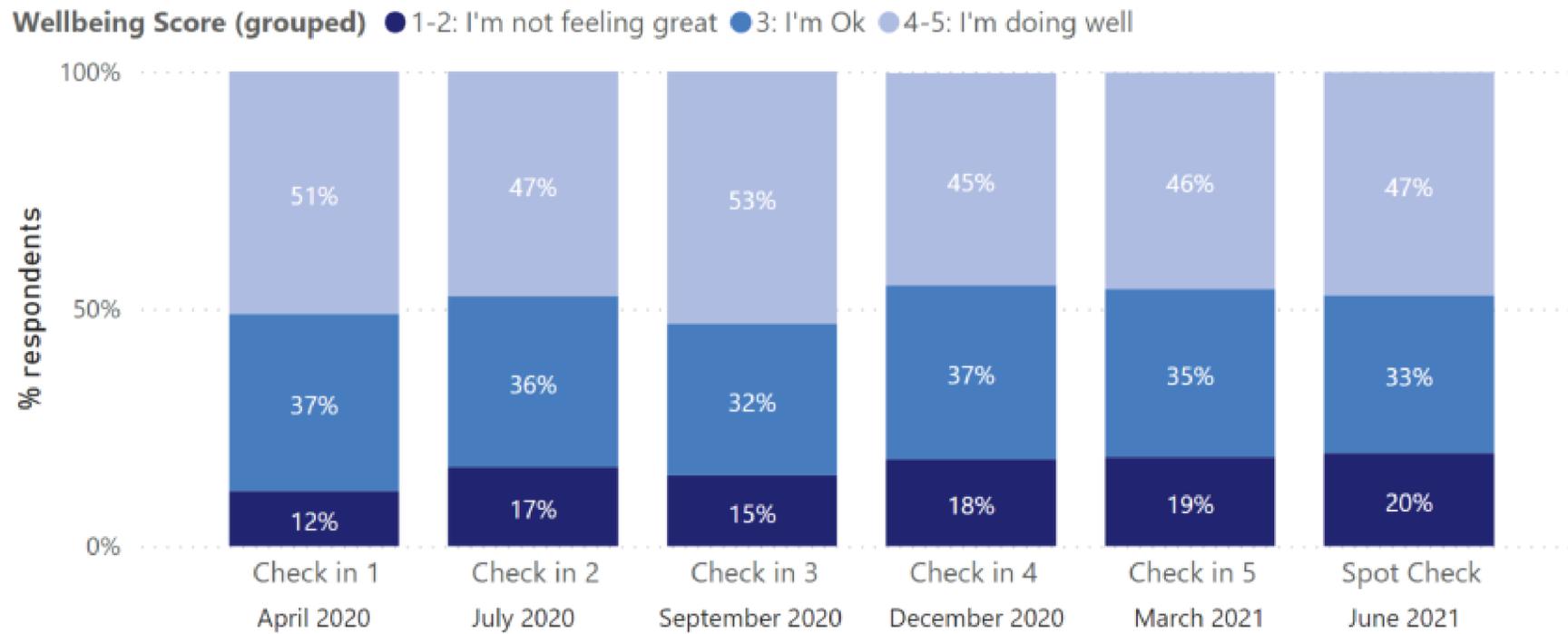
Occupational Health Referral reason by year

OH referral reason ● Mental Health ● Musculo-Skeletal ● Other Reasons



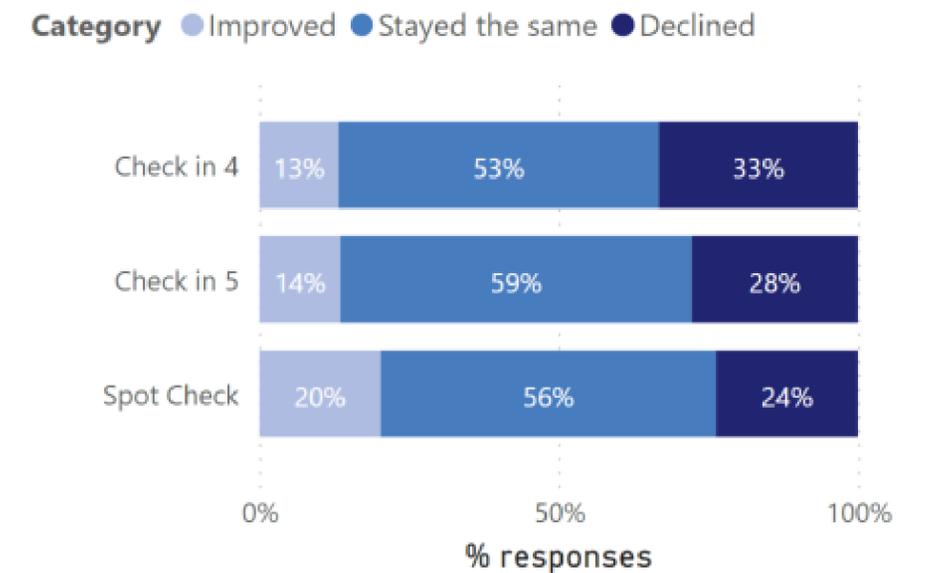
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Engagement and Wellbeing



Employee wellbeing and engagement has been monitored through a series of check-in surveys from April 2020 to present.

Has your wellbeing changed?



Your Say Survey Questions

Year ● 2018 ● 2019 ● 2020/21



% of respondents reaching out for help

