



Annual Wellbeing, Health & Safety Report – 2014/15

Paper Summary

This is the annual report to inform of the Wellbeing, Health and Safety developments in 2014-15 including:

- Policy, Strategy & Governance arrangements,
- Performance
- Actions / initiatives that have been put in place

1. Overview

The Health, Safety and Wellbeing report for 2013/14 identified next steps and future work for action through a one year improvement plan.

The key priorities that were identified were:

- Improved visible leadership from The Board and Executive Team
- Engage managers in delivering actions and learning outcomes from serious incident reviews and ensuring there is active participation from those involved in the review
- Build and implement a 3 year Health, Safety and Wellbeing Strategy
- Align HSW policies and procedures
- HSW committee, fora, groups to actively engage with staff in developing and promoting a safe working environment and culture.

These key priorities were taken forward in 2014/15 through revised governance arrangements including:

- appointment of Clive Thomas as interim, and then Ashleigh Dunn, as Executive Director of ODPM, with responsibility for Wellbeing, Health & Safety and focus on the delivery of a HSW strategy, formal governance arrangements and a three year action plan for improvement.

- Andrew Johnson (ODPM) and Peter Garson (Operations Directorate) to lead the development of the strategy with Andrew also taking on responsibility for the development of supporting action plan; and the leadership of the specialist team of health and safety advisors.

2. Wellbeing, Health & Safety (WHS) programme

Following Board approval in October 2014, we began to develop a clearer programme approach to WHS to drive the improvement which will enable NRW to pursue its ambition with respect to the health, safety and wellbeing of its employees. A three year Wellbeing, Health & Safety (WHS) programme to improve our performance was developed containing four elements - a strategy, a management action plan, and revised formal governance and policy arrangements

We engaged staff within NRW on this programme through the Regional H&S forums and the National Committee. We have also used social media tools such as Yammer to engage with staff. We also targeted the newly appointed Management Team through engagement at an induction event.

In December 2014 we ran a wellbeing, health and safety survey utilising the Health & Safety Laboratory (HSL) Safety Climate tool. HSL are part of the Health & Safety Executive. We used the outputs of the survey to inform the development of our WHS strategy and the contents of our improvement plan.

The survey investigated the health and safety culture across Natural Resources Wales, where a response rate of 60% was achieved. The tool uses eight factors:

- Organisational commitment
- Behaviours
- Trust
- Usability of procedures
- Engagement
- Peer group attitude
- Resources
- Accident and near miss reporting.

Using these factors, the tool measures the attitudes and perceptions of the workforce about health and safety. The output provides a first understanding of our culture by summarising the views and experiences of our employees. We also customised the tool to collect feedback on improvements around Wellbeing. This information enabled us to begin to focus on what really matters and make targeted improvements.

The main findings were that when compared against HSL's benchmarks, our current performance is below average in relation to organisational commitment, engagement, resources and accident and near miss reporting and average for behaviours, trust, usability of procedures and peer group attitude. As a starting point, the suggested areas for improvement are usability for procedures and accident and near miss reporting. The survey data was analysed to extract as much information as possible to use within the development of our improvement programme and strategy.

We issued communications to staff on what the survey results told us and continued to engage with staff on the whole of this programme through the Regional H&S forums and the National Committee. We have also used social media tools such as Yammer and the Intranet, as well as NRW wide email to engage with staff. The results for NRW as a whole were published on our Intranet for all staff to view and results broken down to directorate level were reviewed with Executive Directors and then made available to all staff.

The NRW Wellbeing, Health and Safety (WH&S) programme comprising of a Strategy with supporting improvement plan, Governance Framework and Policy was approved by the Board on the 27 March 2015.

The Strategy will provide the framework through which the whole organisation will work to improve its approach to wellbeing, health and safety. Our new WHS policy

and strategy gives greater commitment to wellbeing, people and behaviours and produced a governance framework to describe the high level responsibilities for WH&S in NRW. The Strategy will be implemented through a three year improvement plan. This overall package will enable our ambition to achieve survey scores comparable with a high performing organisation.

To support the launch of the programme we held a Wellbeing, Health and Safety Development day for Executive Team, Leadership Team and Management Team on the 21 April 2015 in Cardiff. At that event, those managers discussed how we can ensure the wellbeing, health and safety of staff whilst providing effective delivery of NRW business.

3. National Wellbeing, Health & Safety Committee

The National Wellbeing, Health & Safety committee met three times to discuss and progress issues raised, addressing wellbeing, health and safety matters at a strategic level. Topics have included:

- Development of Governance, Policy & Strategy documents and Improvement Plan,
- Organisational top risks
- Stress management
- Alignment of Health and Safety Risk Assessment Policy & Procedures
- Safety climate tool
- Incident reporting and analysis of data
- Feedback from Regional Forums and TU representatives
- Receive updates from task and finish groups

Staff engagement through the National Wellbeing, Health and Safety committee and regional forums will need to become more effective to ensure share good practice and learning points. Previously established task and finish groups, set up on behalf of the National committee, made progress with delivery of key initiatives such as:

- Interim Health & Safety Management and Incident Reporting Software
- Personal Protective Equipment Suppliers
- Working in or near water best practice techniques and guidance
- Interim Lone & Remote Working system
- Procedures and competency framework/training requirements for managing health and safety in construction work (CDM)

Work continues to identify the long term solution that best suits the needs of the business e.g. incident reporting and management and lone and remote working.

4. Regional Wellbeing, Health & Safety Forums

To ensure active engagement across the organisation there are local Wellbeing, Health and Safety forums which link into the main committee. There are four forums which provide local support to ensure all our staff are safe and healthy.

The forums include South East, South West, Mid Wales and North Wales, all chaired by the respective Heads of Operations for each area. Each forum is a geographic

group which covers all the people that work for NRW within that geographic area regardless of their directorate. The membership of each forum reflects the diverse operational nature of the area and the wide spectrum of risks that we manage on a daily basis.

The groups meet quarterly and have developed strong objectives to ensure that they are action focused and communicate as effectively as possible with staff. They share learning with the other forums in Wales and receive guidance and direction from the National WHS Committee as well as the WHS Advisory team.

The aim of the forums is to:

- provide an opportunity for shared learning on WHS issues
- look at wider, cross-cutting issues and how they can be resolved
- look at campaigns and projects that would benefit staff
- communicate and reinforce WHS messages

In doing this they ensure that support is given to the delivery of our WHS Policy and Strategy. The forums recognise that they are not there to replace line management responsibility and will not deal with local issues that line managers should deal with, but when these issues become cross-cutting or would benefit from wider consideration the forum can help. The forums are used to cascade information downwards and to lead local initiatives, but also are expected to escalate local issues that have a NRW wide remit back to the main committee for action.

The South West Wales Forum is a strong group focusing on leadership and driving a positive wellbeing, health and safety culture. There is a Lead Staff Rep who brings forward the ideas and concerns of staff to the Forum. There is a Technical Lead to help deliver the actions, and a Wellbeing Lead who is also the Mental Health First Aider. They have been out with staff to see how they work as part of Active Engagement/Monitoring and are encouraging more near miss reporting. They are doing more on our communication and listening to staff and its recent focus is on wellbeing initiatives and managing stress in our teams.

The Mid Wales Forum has met regularly this year with good attendance and active participation from members. The forum has undertaken a thorough review of its purpose and objectives, resulting in new terms of responsibility and revised membership. There is good representation across all the Directorates with staff working in Mid Wales. TU reps, management, and wider staff representatives are working well together with a constructive and collaborative approach. They have clarified the role of members, improved communications, and produced a forum risk register to prioritise actions and communicate issues to the national committee and through line management routes.

The North Wales Forum has also undertaken a thorough review of its purpose and objectives, resulting in new terms of responsibility and revised membership. It recently did a re-launch to staff. With this re-launch there is a strong commitment to be very action focused, to communicate well to North Wales and to the other WHS forums and committee and to ensure they are putting the WHS needs at the top of their agenda.

The South East Wales Forum is in the process of undertaking a review of its purpose and objectives, terms of responsibility and membership. This forum has always had

a strong commitment to be action focused, to communicate well and to ensure they contribute to the development of a strong WHS culture and support the implementation of the NRW WHS improvement plan. In particular the forum promotes awareness of Wellbeing & Health and Safety, continually strives to improve operational culture, and promotes active monitoring. The Forum has also identified four local WHS Champions to provide both an enhanced way of getting improved engagement across the teams and a great development opportunity for the individuals.

Nonetheless, there are challenges for the Forums as we seek improve WHS in the organisation. In due course, we will review the effectiveness of our arrangements with Regional Forums to ensure we are continuing to improve wellbeing health and safety in NRW and learn from best practice.

5. Performance

Headline accident and near miss statistics

Third party incidents*	Third Party Near Misses*	Lost Time Incident	Incident – no lost time	Near Miss	RIDDOR	Serious Incident Review
60 (91)	98 (76)	2 (4)	55 (123)	131 (227)	0 (4)	4 (12)

Figures are for period 1st April 2014 to 31st March 2015 (2013/14 figures in brackets) *Third party injuries and near misses consist of injuries/near misses involving both contractors and members of the public. Member of public third party injuries relate predominantly to mountain bike accidents on our purpose built trails, and slips, trips and falls on walking trails. Trails are risk assessed and routinely inspected periodically and are also inspected following an accident.

There were no RIDDOR reportable injuries or dangerous occurrences reported in 2014/15. 2 lost time incidents were reported but were relatively minor in nature. There were 4 serious incident reviews in the year from which identified improvements were implemented within the relevant parts of the business.

The reporting of accidents and near misses is an area that NRW must focus on as part of its organisational and cultural development - the reduction in reporting in 2014/15 compared with 2013/14 is not explained by improvement in practices but by under reporting due to system changes and culture/behaviour. On the 1st April 2015 we implemented a new incident reporting system called AssessNET which will make reporting easier for staff and help us interrogate collected accident and near miss data and identify lessons learned to help us improve performance. This development in combination with separate work to improve leadership, culture and behaviour will ensure that we improve in this area.

Sickness absence

In 2014-15 sickness absence rates were an average of 6.32 days lost per employee equating to 2.9%. This compares to 2.3 % in 2013/14. Mental disorders e.g. stress, depression or anxiety, respiratory disorders and musculoskeletal disorders account for 60% of all lost day absences in 2014/15, with mental health issues the highest at 24%. Mental health issues increased from 15% in 2013/14, and this has been drawn

to the attention of leaders and managers as we focus on improving wellbeing in the organisation.

The NRW target is no more than an average of 7 days lost per employee equating to 3.1%.

6. Wellbeing

We have delivered a number of policies in relation to wellbeing and occupational health, and issued interim NRW arrangements for occupational health and employee assistance provision. Our new WHS policy and strategy gives greater commitment to wellbeing, people and behaviours.

In 2014/15 we delivered, on an interim basis, an Occupational Health & Employee Assistance Programme (EAP) service provision and instigated a number of initiatives to support our wellbeing commitment in NRW. We have:

- Secured Mental Health First Aid training for NRW managers. 28 members of staff will be trained who are placed strategically across the business in directorates and office locations.
- Secured corporate membership to Cardiff City Council Active Scheme providing lower access costs access to staff at all their leisure facilities. We hope to enable this arrangement with other local authorities in Wales where it exists, and also to look at opportunities for providers and partners to use NRW facilities, where it is appropriate.
- Following a suggestion through MyIdea, we have developed a new staff car parking pass which will allow staff to park for free at the majority of NRW recreation sites.

In 2015/16 we will implement a new provision for an Employee Assistance Programme (EAP) and Employee Benefits Frameworks, developed in conjunction the WG National Procurement Service (NPS). These will include an Occupational Health Service; Employee Assistance Programme; Staff Eye Care Scheme and benefits such as salary sacrifice schemes, retail and leisure discounts etc. We will also further explore initiatives taken in other organisations to encourage a greater focus on wellbeing.

Also in 2015/16, and as a priority, the National Wellbeing, Health and Safety committee is focusing on how we can better prevent and more effectively support staff who experience mental health issues. We are also reviewing our 'Change Principles' so we continue to protect people's wellbeing by using these principles as effectively as possible, in partnership with Trade Unions.

7. Progress against health and safety actions / initiatives

Health & Safety Management and Incident Reporting Software

NRW inherited various ICT Health and safety management and incident reporting tools from the legacy bodies. A Task and Finish Group was set up to scope and identify a single Health and Safety Management and Incident Reporting software system.

AssessNET was launched on the 1st April 2015 as an interim NRW incident reporting system enabling staff to report accidents and near misses. This important

development is a positive step forward which will remove dependency on the legacy systems such as SHERMS2 and AIRS, and help us gather valuable information and learning to improve our health and safety performance.

The WHS team also worked with the Environment Agency to obtain historic Wales H&S records that have a legal requirement to be kept from their MyH&S (assessment and authorisation tracker) and SHERMS2 (incident reporting) applications.

For MyH&S an interim solution MS Excel spreadsheet based tracker was developed through the North Wales Forum and is now available for all line managers to use. The Forestry Commission Resumption Diary remains in use until such a time as a single NRW H&S management tracking application is developed. This is now expected to be delivered in 2016/17 as MyNRW functionality.

Lone worker

The migration of all NRW lone and remote workers to the StaffCall interim lone and remote working system was fully completed by the end of March 2014. This coincided with the termination of the service from the legacy FCW provider, Guardian 24. This development has brought NRW staff onto one system ensuring their movements are recorded and enables us to locate them in the event of an accident or emergency. A High level requirement (HLR) specification for the long term lone and remote working solutions has been developed and is being progressed by the Task and Finish Group.

Hostile Sites Database

An interim system to manage hostile situations for our staff was implemented at the end of March. The Hostile Sites Database, developed by Transition and Operations, is a GIS based system where staff can log instances of threatening behaviour by our customers or members of the public, so that other staff can be aware of such issues when planning field or site visits.

Provision of personal protective equipment (PPE) and clothing

The Personal Protective Equipment (PPE) contract is up and running with PK Safety and Worksafe Workplace. Both are Welsh SMEs and are contracted to supply the majority of the PPE needs of our staff. We have worked with other suppliers to provide high performance waterproof coats and over trousers to meet risk assessed needs. The associated PPE policy, procedure and a risk assessment form for bespoke items was also delivered.

Water safety

The Task & Finish Group appointed to review and develop an approach to working in and near water delivered a number of important developments:

- Review of suitable PPE for working in water and guidance developed to help inform staff as to what combination of PPE to wear for the type of water body.
- Review of legacy documentation to produce definitive guidance on working in and near water
- Procedures related to diving operations
- Risk assessment for boat work
- Development of training courses for water safety

Construction Design & Management (CDM) Regulations

Awareness of new regulations on CDM and what staff need to do has been communicated to relevant parts of the business, and a policy and procedure issued. We collaborated with the Health and Safety Executive to help us present changes to the regulations to our staff.

Display Screen Equipment (DSE) assessment and training

We aligned policy and guidance on DSE assessment and secured access to the Workrite online DSE training and assessment tool for all significant DSE users in NRW. The tool provides training and assessment for users and automatically alerts line managers and trained assessors of issues users may have and allows them to make adjustments or initiate a referral to mitigate the risk.

WHS training

ODPM Learning and Development and the WHS team worked with the business to develop and deliver a variety of WHS related training courses for NRW. These include IOSH working safely, IOSH managing safely, health and safety awareness training for staff in low risk activities, risk assessment and accident investigation training. The training will be rolled out in 2015/16 and 2016/17.

WHS communications

The WHS team have worked closely with the communications teams to develop a clear and consistent way of communicating WHS messages and what actions managers are required to undertake, using communication tools including Intranet, Yammer, health and safety alerts (HASA), notice boards and cascades, as well as Managers Monthly bulletins.

Forestry Commission shared service schedule update

Knowledge transfer / general advice on forestry related health and safety issues continued to be delivered through the shared service schedule. The shared service arrangement ends in March 2016. We started to develop collaborative arrangements with FC, and will do so with EA and Natural England where we have established links into those organisations.

Audit Programme

Our Internal Audit team audited incident management within NRW, looking at our WHS incident management policies and procedures and past serious incident reviews. This was the first occasion where wellbeing, health and safety matters have been included within the audit programme. The audit gave a moderate assurance rating with improvement actions on serious incident reviews and feedback on incident learning.

8. Next Steps and Future Work for NRW in 2015/16

- Continue to improve visible leadership from the Board, Executive Team, Leadership Team and Management Team
- Identification and delivery of wellbeing initiatives for all staff e.g. employee benefits package, British heart Foundation 'health at Work' scheme.
- Deliver key actions from the 3 year WHS improvement plan such as managing and working safely training for all relevant staff, H&S behavioural training, completion of risk assessment and policy alignment

- WHS committee and forums continue to actively engage with staff in developing and promoting a safe working environment and culture.
- Fully participate in relevant WHS topics within internal audit programme for 2015/16.

Appendices

- NRW WHS Strategy



Wellbeing, Health
and Safety Strategy 20

- NRW WHS Policy



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and Safety Policy.docx

- NRW WHS Governance framework



Wellbeing, Health
and Safety Governanc

- NRW 3 year WHS improvement plan



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