



12 July 2018

Paper Title:	Annual Wellbeing, Health & Safety Report – 2017/18
Paper Reference:	NRW B B 22.18
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Purpose of Paper:	Decision
Recommendation:	NRW Board are asked to ratify the Wellbeing Health & Safety Annual Report for 17/18 following scrutiny and approval by PaRC on June 7 th 2018.

Impact: To note – all headings might not be applicable to the topic	<p>How do the proposals in this paper help NRW achieve the Well-Being of Future Generations Act principles in terms of:</p> <p>Looking at the <u>long term</u>:</p> <p>Taking an <u>integrated</u> approach:</p> <p>Involving a <u>diversity</u> of the population:</p> <p>Working in a <u>collaborative</u> way:</p> <p><u>Preventing</u> issues from occurring:</p>
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Issue

1. This is the fifth annual summary of our Wellbeing, Health & Safety (WHS) performance for Natural Resources Wales. The report provides an overview of our how we have managed WHS throughout the year 2017/18.

Background

2. Our first WHS Strategy was approved by the NRW Board in March 2015, along with a revised Policy and Governance Framework. This suite of documents provided the framework through which the whole organisation works to improve our approach to

wellbeing, health and safety. The Strategy was built on the findings of our first Wellbeing, Health and Safety survey (Health & Safety Laboratory Safety Climate Tool) in December 2014. This measured the attitudes and perceptions of our staff to WHS and indicated that our current performance is average when compared to external benchmarks.

3. By the end of 2016/17 we delivered several key actions from within the plan such as the:

- WHS Strategy, Governance Framework, Policy and Improvement Plan
- Incident reporting system (AssessNET)
- StaffCall lone and remote working system
- Hostile Sites Database
- Interim H&S Management action tracker
- Health & Safety and mental health first aid training programme
- Serious Incident Review process
- Collaborative partnership with Forestry Commission H&S Team and Environment Agency
- Identification and delivery of wellbeing initiatives for all staff e.g. employee benefits and rewards package (NRW Rewards/Vectis),
- Serious Incident Review procedure for investigating serious accident and significant near misses, together with bespoke training for designated reviewers
- Key training initiatives such as managing and working safely for all relevant staff, risk assessment and incident investigation.
- Completion of the Generic Risk Assessment suite of NRW activities.
- Ongoing delivery of WHS policies, procedures and associated guidance, and policy reviews
- Design and implementation of a H&S management system within MyNRW
- Fully participated in relevant WHS topics within internal audit programme for 2016/17 – harvesting red zone, working in or near water and risk management.
- Implemented a dashboard approach for WHS performance monitoring
- WHS National Committee and Forums continue to actively engage with staff in developing and promoting a safe working environment and culture.

These were all important developments and positive steps forward to remove dependency on legacy systems.

Assessment

4. In 2017/18 we made further significant steps to implement our Strategy through delivery of the final year of the three year improvement plan and associated actions. This overall package contributes to our ambition to try and improve our climate tool survey scores to meet our target of being comparable with high performing organisations in this matter.

5. Headlines from 2017/18 include:
 - **Serious Incident Reviews.** We reviewed three serious accidents and near misses using our serious incident procedure. These incidents involved accidents arising in harvesting activity including the fatality of a contractor, and a review procedural and management failures at our Swansea laboratory.

 - **Forestry Safety Review.** Many of the serious health and safety incidents have occurred within harvesting and other forestry related activity in NRW involving serious injuries and fatalities of contractors. We commissioned a review of forestry operations the purpose of which is to improve the safety performance of forest operations on NRW managed land. We will need to focus our attention in this area of activity in 2018/19 to achieve the further improvement in performance that we need to see through delivery of the associated action plan.

 - **The health and safety climate tool** was used to measure the impact of the 2015-2018 wellbeing, health and safety programme to date and inform our future WHS strategy. The outcome suggested that our performance remains below the 'industry average' for organisations in the UK. However the responses provide us with a wealth of information on what we need to do to shape our next strategy. The feedback indicated that wellbeing and health issues are of greatest concern to staff making the link to effective leadership, resources, work load and prioritisation, and accountability.

 - **Employee Lost Time incidents and Near Misses.** Eight lost time incidents (LTIs) occurred throughout the reporting year an increase on the previous year. These incidents were all individual unrelated events occurring across different teams in largely operational roles in a variety of working environments. However we did see a slight decrease in the number of injuries reported with a reduction in both reportable incidents (RIDDOR) and no lost time incidents.

- Near Miss reporting in 2017/18 reduced again in comparison to the previous two years. We have continued to deliver training for line managers on reporting and investigating incidents and managing health and safety risks and supporting staff through campaigns and engagement. We have also seen concerted efforts by the local engagement forums to improve the quantity and quality of incident reports.
- **Sickness absence.** The use of MyNRW for reporting sickness absence has improved our understanding of absence rates and causes in NRW, and has led to a sustained higher level of reporting. We now have far greater clarity of absence reasons especially mental health issues and muscular skeletal disorders. We need to build on work already started on improving absence management .

6. We delivered further improvements and developments such as:

- Corporate wellbeing initiatives for all staff, in particular staff wellbeing days with health assessment programme.
- Continued to deliver remaining key training initiatives such as managing and working safely training for all relevant staff, risk assessment training and incident investigation training and initiated H&S behavioural training and development through Beehive programme.
- Implemented the H&S management system within MyNRW
- Sourced a new integrated lone and remote working system for NRW staff to be implemented by May 2018
- Fully participated in relevant WHS topics within internal audit programme for 2017/18 with corresponding actions and improvements delivered e.g. Hand Arm Vibration Control.
- Reviewed the WHS National Committee and Engagement Forums to improve effectiveness of engagement through a switch to directorate led forums.
- Implemented the health and safety climate tool to measure the impact of the wellbeing, health and safety programme to date and inform our future WHS strategy.

7. Last year we started to shift our focus from removing dependency on our legacy safety management systems and developing NRW ways of managing health and safety risk to focus more on culture. In 2018/19 the emphasis clearly need to focus on culture and wellbeing. As such we have initiated several programmes to help us develop the right behaviours, values and culture on WHS and take positive preventative steps to address mental health.

Recommendations

8. Executive Team are asked to comment on the Wellbeing Health & Safety Annual Report for 17/18 ahead of PaRC and NRW Board.

Key risks

9. We continue to manage H&S risks. In looking ahead we will need to maintain but develop further our own strong culture of H&S monitoring and learning. This will continue to be the key element of our future strategy as we move forward.
10. We will use the information gathered and lessons learnt from the past year in the development of our future strategy and action plan.

Financial Implications

11. We recognise getting WHS wrong has significant financial implications. We are continuing to put new systems in place in order to manage our WHS risks better and therefore reduce costs. As well as protecting our staff and those working on and using the estate we manage, there could be significant financial implications arising from failures to implement a robust WHS system.

Equality impact assessment (EqIA)

12. Not undertaken for this report.

Annex 1: Annual Wellbeing, Health & Safety Report – 2017/18