

Wellbeing Health and Safety Strategy – 2018-2021

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Introduction

Welcome to the new Natural Resources Wales (NRW) Wellbeing, Health and Safety (WHS) Strategy for 2018 to 2021.

Natural Resources Wales (NRW) corporate vision is to lead the way to a better future for Wales by managing the environment and natural resources of Wales sustainably. This strategy requires NRW to conduct its activities at all times in a proactive way that prevents injury and ill health to our staff, and to those who engage with us.

Our wellbeing objectives are to:

- Champion the Welsh environment and the sustainable management of Wales' natural resources
- Ensure land and water in Wales is managed sustainably and in an integrated way
- Improve the resilience and quality of our ecosystems
- Reduce the risk to people and communities from environmental hazards such as flooding and pollution
- Help people live healthier and more fulfilled lives
- Promote successful and responsible business, using natural resources without damaging them
- Develop NRW into an excellent organisation, delivering first-class customer service

With this corporate vision and objectives in mind, this document describes the strategic direction for wellbeing, health and safety over the next three years. It details how we intend to organise ourselves to maintain legal compliance as a minimum and promote a positive, sustainable wellbeing, health and safety culture to continually improve performance.

We will further improve wellbeing health and safety in NRW. Certification to both the International Occupational Health and Safety Management Standard ISO 45001:2018 and the Corporate Health Standard will be a clear demonstration of our commitment to recognised best practice, enhancing our reputation with staff, and new and existing stakeholders, including those in industry and business.

We will achieve these standards not because we simply want the awards but as a clear demonstration that we value our people and customers and want them to not only be safe but to thrive because of the positive culture and benefits of working to support the natural resources of Wales. Put simply it's about NRW being a great place to work and a great organisation to do business with.

Our Wellbeing Health & Safety Vision

Through the work that we do and the way that we do it, NRW will make a positive contribution to improving the wellbeing health and safety of our staff, contractors, partners, volunteers, visitors and customers across Wales.

Our vision will be that:

- Everybody working with NRW remains safe and well
- We will provide safe, enjoyable and accessible places for people to visit
- Through our work we will help protect communities from environmental threats

We will do this by all of us:

- Taking positive action to protect the health and wellbeing of staff.
- Striving to avoid all work-related accidents - but learning from the incidents that do happen.
- Continually working to improve the way that we do things.
- Taking a risk-based approach, promoting sensible and proportionate risk management.

As a result of a healthy and safe workforce, we will contribute to the wellbeing, health and safety of people in Wales.

To achieve these things, we will:

- Develop a strong culture around wellbeing health and safety based on trust, respect and co-operation
- Communicate well and work collaboratively with others, including industry, other public bodies and communities.
- Apply a learning approach, learning from each other, experts, other organisations and from evidence.
- Evaluate our progress using meaningful indicators and setting targets that help us to make real progress.

Background

This is our second strategy and is a living document that provides the framework through which the whole organisation will work to improve its approach to wellbeing, health and safety.

Our Corporate strategies and plans describe how our success in sustainably managing the natural resources of Wales depends on the way we work together. Our existing [roadmap](#) sets out our vision and what we will do to deliver it. Our values and behaviours are about how we will do it. Our current values mean that we will be both responsible and accountable for our actions and we will act to keep ourselves and others safe and well.

Every individual in the organisation has a personal responsibility to ensure high standards of wellbeing, health and safety are maintained for themselves, colleagues, the people who work alongside us or use our resources and the organisation. We must all commit to fostering a positive working environment that promotes and protects the physical and mental wellbeing of our staff.

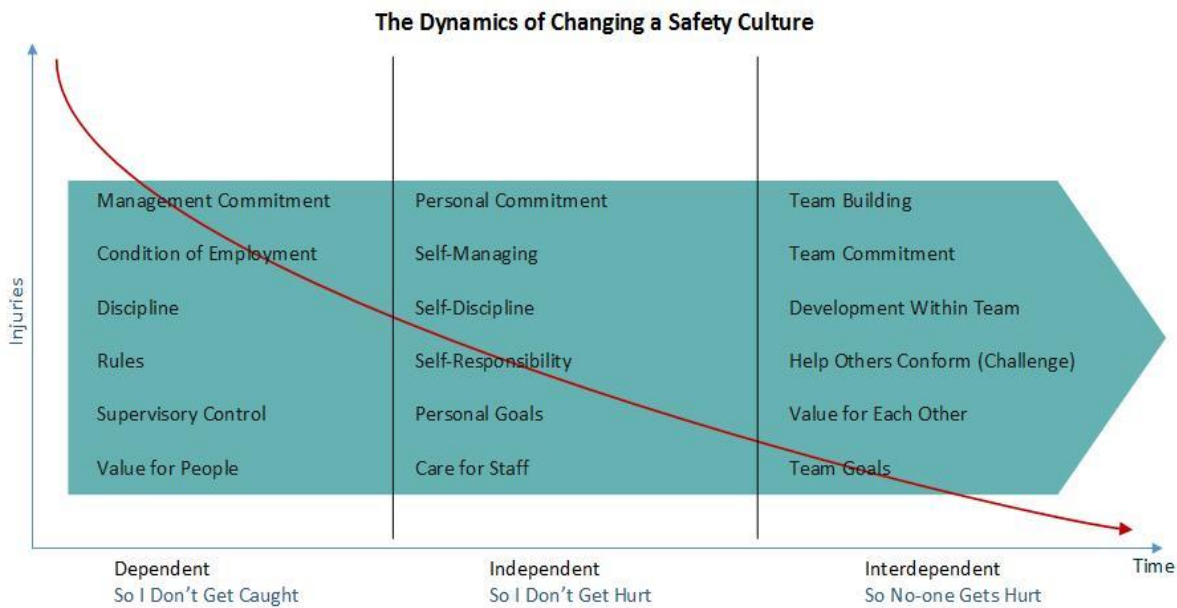
In our first strategy launched in 2015, we said that “All staff should ask themselves the daily question – Am I working to keep myself and others safe and well?”

This is still as relevant now, if not more so than it was in 2015 given the organisational changes that we have experienced and are still to experience e.g. job evaluation, organisational design, change implementation.

Why? – Because we want NRW staff to have a safe and healthy working environment. All of us have the right to remain healthy and injury free at work.

To do this everyone will need to take personal responsibility for wellbeing, health and safety at work, and line managers will provide support to achieve this. Our aspiration is to have no work related accidents and need to be constantly trying to prevent accidents by focusing on real risks and keeping it simple. It is more about leadership and behaviours than process, and this is where we need to concentrate our efforts.

The Bradley Curve diagram below helps us describe our journey for wellbeing, health and safety as we transform as an organisation moving from left to right, shifting from a dependent approach to one that anticipates and becomes fully interdependent. As an organisation we must be realistic. Culture change happens slowly and changing attitudes and behaviours that influence our wellbeing, health and safety culture takes effort, commitment, resource and importantly, time. The predecessor bodies had different cultures and ways of working in relation to wellbeing, health and safety. These differences need to be recognised and accounted for as the organisation is transformed.



How have we done since 2015 and our first strategy?

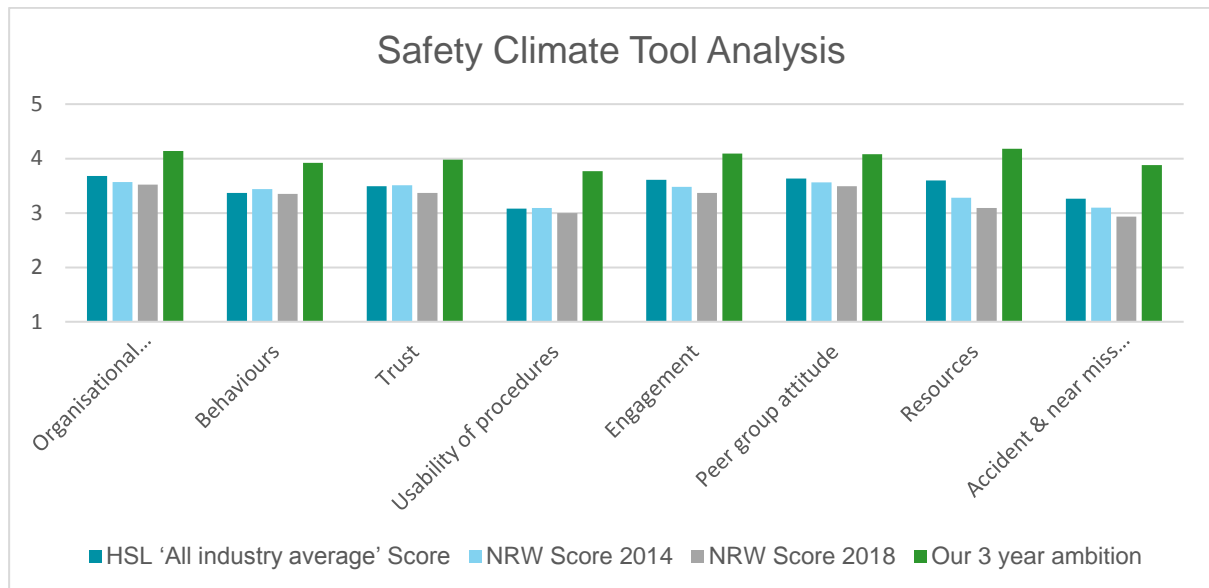
Our first Wellbeing, Health and Safety Survey ran in December 2014 utilising the HSL Safety Climate Tool (HSL is an agency of the Health & Safety Executive) and provided us with a baseline for understanding where we were on this journey and as an evidence base on which to identify areas for improvement. The information from this survey was used to inform our first wellbeing health and safety strategy.

The climate tool investigated wellbeing, health and safety culture across Natural Resources Wales and measured the attitudes and perceptions of the workforce about health and safety, as well as wellbeing and the output provides an understanding of our safety culture by summarising the views and experiences of our employees. This enabled us to focus on what really matters and make targeted improvements.

In summary the main findings were that when compared against HSL's benchmarks, our current performance was slightly 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. In written responses to the open questions the feedback related to making improvements to our health and safety systems, policies and procedures, and behavioural safety which we addressed through our improvement plan.

In February 2018 we ran the climate tool for a second time where the main findings were that our performance remained below average in relation to the range of factors used within the tool e.g. organisational commitment, resources, trust, reporting etc. The written responses this time were significantly related to wellbeing, stress, workload, work prioritisation and leadership/management, with less feedback in relation to improving systems, policies and procedures.

For illustrative purposes, the table below sets our existing ambition as a score indicative of the highest scoring organisations alongside our current 2018 score, 2015 score and the HSL 'all industry' average.



There was also a clear indication that the experience over the last two years of job evaluation, organisational design combined with the forthcoming change implementation programme had strongly influenced the feedback to both the tool scores and open questions. The climate survey reports for NRW can be found on the Wellbeing, Health and Safety page of the Intranet.

In our first strategy we stated that our transformation will be reflected by achieving, as a minimum, the HSL 'all industry average' scores for all factors with an ambition over a 3-year period to achieve scores for all factors comparable with those of a high performing organisation. Clearly, we have been unable to achieve or reflect that ambition based on the feedback from staff through the climate survey. Corporately we believe that our wellbeing, health and safety management system is robust, legally compliant and has significantly improved since 2014/15 with many improvements to that system.

For example:

- Single NRW Incident reporting system
- NRW lone & remote working system
- Serious incident review process
- My NRW H&S Management Module
- NRW WHS Risk Management system
- Mental Health First Aiders
- Health Assessment programme
- Use of directorate engagement forums for staff

We know we have made improvements to our wellbeing health and safety systems yet the indications from our recent survey suggests that there is more to do. To make a difference this time we need to build on some simple things, for example by just asking people if they feel safe when they work for NRW; having our processes of reporting and risk assessment as straight forward as possible; challenging and supporting; good training and development and communications that do all these things but also recognise progress at the very least in those areas that are our highest risks.

Over the last three years, we know we have made it easier to report incidents, however our current system and culture towards reporting needs to improve further. Similarly we have advanced our supporting systems and processes for the management of health and safety yet the feedback is that the material needs to be more relevant and clear. We have implemented sound policies, procedures and supporting systems to prevent and manage stress, however the feedback from staff suggests we do not use these effectively in a preventative way for managing workloads, prioritisation planning for change etc.

What has been more challenging is the cultural context and the change/workload issues. Quite clearly the emphasis of our approach to wellbeing health and safety needs to change now and quickly. This new strategy has been devised to engage all staff and their representatives to improve the efficiency and effectiveness of our wellbeing health and safety management system, to deliver a safer and healthier work environment for all those engaging with us, and to encourage and enable a positive, sustainable, wellbeing health and safety culture.

Where do we go from here – our second strategy

Where are we?

Positive attributes of NRW's current approach to wellbeing health and safety management include:

- A highly qualified, motivated & committed Wellbeing Health & Safety Team, providing competent advice to support risk management activities.
- An established suite of corporate health and safety policies and procedures.
- An established suite of tools supporting wellbeing health & safety management – AssessNET incident reporting, Peoplesafe lone & remote working, MyNRW WHS management module
- Availability of key wellbeing health and safety training courses
- Board & Executive Team commitment to wellbeing health & safety.
- Four directorate led Wellbeing Health & Safety engagement forums for Operations North & Mid; Operations South, Evidence Policy & Permitting and Enabling Services
- National Wellbeing Health & Safety Committee
- Directorate responsibility recognised by Executive Directors & Leadership Team members supported by Trade Union and staff representatives.
- Partnership working arrangements with Trade Union Representatives

Where do we want to be?

As a learning organisation, with a philosophy of continual improvement, this new strategy creates an opportunity to redefine the strategic direction for wellbeing health and safety for the next three-year period to keep pace with changes to legislation and management thinking. Rather than relying on a reactive or a 'tick box' approach, we need to facilitate a position where all staff feel empowered to contribute to a healthier and safer workplace.

We will do this by providing all staff with a clear understanding of their health and safety roles and responsibilities and by making the necessary training, information, and instruction more readily available, to encourage all staff to take ownership of their own work-related risks.

This strategy, however, cannot operate in isolation; therefore, we have taken into account the new strategic aims of the Health and Safety Executive (the UK's Health and Safety Regulator), 'Helping Great Britain work well', which was published at the end of February 2016.

Over the previous three-year period we have encouraged and supported staff to attempt to reach their professional goals, despite sometimes complex health issues. This proactive approach has allowed staff to make a great contribution to NRW's success. Going forward it makes financial sense to continue to invest time and effort to reduce NRW's two biggest causes of absenteeism, these being mental health issues and musculoskeletal disorders. Therefore, our focus for the next three years will be to support managers to reduce sickness absence to a rate which is further below our ceiling target value than at present by aiming to improve the promotion, co-ordination and communication of health and wellbeing opportunities leading to healthier lifestyles.

Good occupational health and safety management practice needs to be integrated into every aspect of our work activities. This will be achieved by way of coordinating proactive engagement between line managers, staff and trade union representatives. Partnerships with third parties, contractors, suppliers and the wider community will also be crucial to our success. We must continually strive to understand the diverse and constantly changing nature of the activities which NRW undertakes and to help others to see the benefit of appropriate, proportionate wellbeing health and safety management as a positive instrument to ensure legal compliance and organisational success rather than as a burden to progress.

Over the next three years we will further strengthen and embed our wellbeing health and safety management system. We will be guided in this in our ambition to achieve the Corporate Health Standard and the goal of certification to the globally recognised standard ISO 45001:2018. This will further demonstrate our commitment to best practice and will aid greater collaboration with new and existing partners, including those in the public and private sector.

Finally, our plan will enable greater consideration of health and safety implications when introducing new staff, processes and work practices by dedicating adequate resource to supporting the management of change in a proactive manner, designing in wellbeing health and safety at the start of the process rather than dealing with the consequences after change has occurred.

In summary, this strategy is designed to ensure that all parties play their part to support a proactive, robust wellbeing health and safety management system which meets statutory obligations and reduces risk to those affected by our activities. A progressive approach of continual improvement over the next three-year period will help realise our ambition to achieve certification to an accredited health and safety management system providing operational excellence as a vital component in achieving our corporate vision to ensure that the environment and natural resources of Wales are sustainably maintained, sustainably enhanced and sustainably used, now and in the future.

To maximise the impact of this new strategy we have identified the principal strategic aims for us as an organisation linked to five strategic priorities, both of which are explained in the next two sections of this document.

Principal Strategic Aims

Overarching Aims

- The delivery of a safer and healthier work environment for all those working and engaging with us.
- We maintain our reputation as the organisation to ensure that the environment and natural resources of Wales are sustainably maintained, sustainably enhanced and sustainably used, now and in the future, in a safe, secure and healthy environment.
- The high level three-year corporate strategy is underpinned.
- Improvement in wellbeing health and safety performance, supported by revised key performance indicators (KPIs).
- Wellbeing Health and Safety is 'designed-in' when developing work programmes, implementing change decisions, procurement and contract management.
- Our sickness absence rates are consistently below our ceiling target value.
- Continuing to maintain legal compliance and working proactively to keep pace with new and changing legislative requirements, as well as adapting to future circumstances.

Short Term Aims (Year 1)

- The Wellbeing Health and Safety Policy is revised and implemented.
- Health and safety roles and responsibilities for all NRW staff are more clearly defined.
- All leaders and managers commit more fully to, and are accountable for, the management of wellbeing health and safety.
- Occupational health and safety risks are managed and controlled in a sensible, proportionate, and enabling manner.
- Improved wellbeing health, safety and wellbeing promotion, communication and consultation mechanisms exist.
- NRW is accredited to the Corporate Health Standard – bronze award

Medium Term Aims (Year 2)

- Continual improvement is supported by enhanced health and safety reporting and performance monitoring systems.
- Excellent health, safety and wellbeing training opportunities are easily accessible to all staff to support sufficient levels of competency.
- NRW is accredited to the Corporate Health Standard – silver award

Long Term Aims (Year 3)

- We operate a robust, assured, operationally excellent occupational health and safety management system certified to the internationally recognised standard ISO 45001:2018.
- NRW is accredited to the Corporate Health Standard – gold/platinum award
- All staff support a positive, proactive, sustainable safety culture.

Strategic Priorities

To achieve our vision and aims for Wellbeing Health & Safety and to transform us as an organisation from a dependent approach to one that anticipates and becomes fully interdependent as described by the Bradley Curve, this strategy has been divided into five clear strategic priorities.

These will be coordinated by our National Wellbeing Health & Safety Committee and its supporting engagement forums which have a key role through scrutiny of progress with implementation of the overall strategy and escalation of non-compliance, poor performance and necessary improvement to relevant forum leads and/or Executive Team. The engagement forums are key to achieving and sustaining a culture where all staff understand and make the Wellbeing, Health & Safety of themselves, colleagues and other people affected by their work, a priority.

[Appendix 1](#) contains the corresponding Implementation Plans for each Strategic Priority describing the actions to be addressed during the three years of the strategy.

Strategic Priority 1: Leadership and Commitment Aim

Over the next three years, from the top of the organisation downwards, our approach to the management of wellbeing health and safety will be more proactive than at present, fostered by leaders who clearly understand their roles and responsibilities and accept ownership and full accountability for wellbeing health and safety matters.

Our aim is to ensure that, in relation to wellbeing health and safety matters line managers are enabled to demonstrate a sufficient level of competence to strategically plan, manage, monitor and continuously improve wellbeing health and safety performance.

Confident leadership of wellbeing health and safety will confirm to staff and others who engage with us that wellbeing health and safety is a top priority and is a vital component in enriching a positive culture.

Strategic Priority 2: Risk Control Aim

The need to consistently manage and control our wellbeing health and safety risks to an acceptable level, so far as is reasonably practicable, requires all leaders and managers to understand the hazards created by their work activities and to assess and manage the associated risks in a sensible, proportionate manner.

To support this, our National Committee supported by our wellbeing health & safety team will review our most significant risks through maintenance of our risk register, ongoing review of our corporate Wellbeing Health &, Safety documentation, refresh our corporate audit activities and introduce better electronic solutions to assist, for example, with incident reporting and risk assessment, lone & remote working.

This approach will allow us to continue to demonstrate that our people, environment, assets and reputation are adequately protected from harm at all times.

Strategic Priority 3: Communication and Engagement Aim

For us to achieve a more proactive, positive culture, in which all stakeholders fully engage and participate at all levels of the organisation, our wellbeing health and safety communication will make best use of innovative technology and social media to widen access, inclusivity and transparency.

We will proactively communicate about wellbeing health and safety, to reliably inform and instruct staff and others on important matters and initiatives, in particular increasing the promotion of wellbeing opportunities to encourage staff to make healthier lifestyle choices and to develop personal resilience.

Strategic Priority 4: Training and Competence Aim

A successful, cost effective wellbeing health and safety management system requires competent, well trained people at every level of the organisation to ensure that all staff fulfil the wellbeing health and safety responsibilities expected of them on a consistent basis and play their part in ensuring continual improvement of the health, safety and wellbeing management system at NRW.

Hence, NRW will continue to invest in health and safety training for our staff and where appropriate, will seek more efficient and cost-effective methods of delivery. We will also look to offer training opportunities to external organisations to help further our collaborative links with private, public sector and trade body organisations. This will enable us for example, to promote wellbeing collaboratively through public services boards (PSBs).

Strategic Priority 5: Performance Management Aim

Monitoring, measuring and reviewing performance are all vital components in evidencing full legal compliance and performance, by allowing leaders and managers the opportunity to test the robustness and effectiveness of the health and safety management system.

Therefore, the WHS Team intend to evaluate our performance against a meaningful set of health and safety key performance indicators set annually ([Appendix 3](#) - Example KPIs) and refresh our audit programme accordingly.

To make sure we learn from experiences both positive and negative our monitoring activities will be extended and will make greater use of information technology. With more accurate, factual information it is expected that leaders and managers will be more empowered to take the necessary action to prevent and correct unsafe behaviours before circumstances escalate.

Framework for Delivery

As there is already a well-established foundation of wellbeing health and safety management, it is not envisaged that the success of this strategy will be heavily reliant on extensive investment; however, we will need to consider how we best plan, resource, organise, monitor and review our activities to guarantee consistent levels of legal compliance across all our work activities.

As we progress to a more proactive wellbeing health and safety management approach, we anticipate greater integration between directors, leaders, line managers, the corporate WHS Team, directorate forums, wellbeing health & safety champions, staff and TU representatives, which leads to better consideration of work activities to eliminate risk, more reliance on information technology and increased effort to adequately prepare for emergency situations.

By engaging the right people, with the necessary level of expertise and competency to actively manage wellbeing health and safety and to challenge poor practices, we will create a safe, secure and healthy NRW. Organisational design, whilst bringing risks e.g. upheaval, new roles, new ways of working etc, also brings opportunity to reinforce and embed good wellbeing health and safety practice on a more effective basis.

Governance

Overall responsibility for the delivery of the five strategic priorities described in this document necessarily rests with Executive Team and with the Chief Executive who holds delegated responsibility for wellbeing health and safety matters.

The day-to-day management of this strategy lies with the Head of People Planning & Business Change, who reports directly to the Executive Director for Finance & Corporate Services (wef 1st August 2018), supported by our wellbeing health and safety team.

The implementation of this strategy and effectiveness of the plan will be monitored and reviewed on a quarterly basis by the Chief Executive and the National Committee and annually by the People & Remuneration Committee (PaRC) and NRW Board. The quarterly review will include reporting on progress made against an agreed annual set of Key Performance Indicators (Appendix 3).

The intention is that this strategy will be a living document and for that reason will be reviewed and updated annually.

This second strategy will be the driver to enable us to meet our ambition to further improve our approach to protect the wellbeing health and safety of our staff, making NRW a safer, healthier and better place to work and to do business with.

Appendix 1 Strategic Priorities - Implementation Plans

No.	Strategic Priority	Action	Timescale	Owner(s)
1.	Leadership & Commitment	Implement 'Improving Wellbeing by reducing error and accidents' (Beehive) programme to all directorates	Commenced May 2018	ET
2.	Leadership & Commitment	Develop our wellbeing health and safety management system to become accredited to the internationally recognised standard ISO 45001:2016.	To commence from April 2019	ET supported by the WHS Team
3.	Leadership & Commitment	Identify and ensure that staff e.g. managers, team leaders have the necessary support to successfully undertake new and different roles resulting from implementation of organisational design.	To commence from April 2019	ET supported by the WHS Team
4.	Risk Control	Maintain and manage the Corporate Wellbeing Health and Safety Risk Register and Risk Profile as a systematic process for addressing hazards in the workplace.	Commenced April 2018	ET supported by the WHS Team
5.	Risk Control	Review of all corporate WHS documentation. Ensure that there is a timetable in place to review and revise documents and a document control procedure in operation. Adopt effective communication methods to inform end users when revisions are made to documentation.	Commenced April 2018	WHS Team
6.	Risk Control	Implement improvements and updates to MyNRW WHS Management Module to ensure all WHS documentation and records are factually correct, accurate, appropriately	Commenced April 2018	WHS Team/MyNRW Team

No.	Strategic Priority	Action	Timescale	Owner(s)
		stored and contain up-to-date, consistent information.		
7.	Risk Control	Implement Peoplesafe lone & remote working system.	To be in place from June 2018	WHS Team
8.	Risk Control	Implement policy, procedures and supporting documentation for the control of substances hazardous to health (COSHH) removing dependency on legacy controls.	To commence from August 2018	ET supported by the WHS Team
9.	Risk Control	Devise and implement an online generic and dynamic risk assessment training scheme.	To be in place for December 2018	WHS Team
10.	Risk Control	Review, design and implement an electronic incident/investigation reporting system to capture all accidents and near miss events, including an online incident investigation form.	To be in place for February 2019	ET supported by the WHS Team
11.	Risk Control	Identify and implement new occupational health, employee assistance and eyecare provision to NRW working with WG National Procurement Service	To be in place for April 2019	WHS Team & Procurement
12.	Communication & engagement	Introduce a staff health and safety ideas exchange scheme.	To be implemented September 2018	ET Supported by the WHS Team
13.	Communication & engagement	Actively support the health and well-being of our staff by implementing a wellbeing and health assessment programme.	To be implemented January 2019	ET supported by the WHS Team
14.	Communication & engagement	Actively support the health and well-being of our staff by achieving the Corporate Health Standard Bronze Award.	To be achieved by March 2019	ET supported by the WHS Team
15.	Communication & engagement	Actively support the health and well-being of	To be achieved by	ET supported by the WHS Team

No.	Strategic Priority	Action	Timescale	Owner(s)
		our staff by achieving the Corporate Health Standard Silver Award.	September 2019	
16.	Communication & engagement	Actively support the health and well-being of our staff by achieving the Corporate Health Standard Gold/Platinum Award.	To be achieved by September 2020	ET supported by the WHS Team
17.	Communication & engagement	Undertake 3 rd Climate Survey to check progress of strategy and strengthen our wellbeing health and safety management system by actively engaging and benchmarking against other organisations.	To be undertaken September 2020	WHS Team
18.	Training & competence	Review current Wellbeing Health & Safety Training Courses based on risk assessment and performance needs. Enhance and develop courses to make sure all staff are sufficiently competent to carry out their duties.	Commence September 2018	WHS Team/L&D Team
19.	Performance Management	Review current systems and devise a Corporate Management Information Dashboard to report performance against KPIs to NRW Board, PaRC & Executive Team.	Commence September 2018	WHS Team, Governance & Planning

Appendix 2: Hazards & risk areas (identified at the corporate level)

NRWs most significant wellbeing health and safety hazards in current grouped priority order as defined by our risk register and risk profile scoring are described below:

Organisational wide risk areas

- Mental Health
- Leadership
- Governance
- Resources
- Behaviours
- Contract Management
- Occupational Health provision

Specific Operational risk areas

- Tree Harvesting & Forest Operations
- Overhead & Underground Services
- Public Safety
- Plant & Machinery
- Driving on NRW business
- Diving
- Working in or near water
- Lone/Remote Working & Hostile Sites
- Lifting Operations & Lifting Equipment Regulations (LOLER)
- Hand Arm Vibration Syndrome

This list forms the basis for the overarching Corporate Wellbeing Health and Safety Risk Profile.

Appendix 3: Reporting success - Example Key Performance Indicators (KPIs)

Each KPI needs to be set against an agreed annual improvement or completion target as compared to the target figure set for the previous year.

It is important not rely heavily on failure data to monitor performance. The consequence of that approach is that improvements or changes are only determined after something has gone wrong. Often the difference between whether a failure results in a minor or catastrophic outcome is purely down to chance. Effective management of major hazards requires a proactive approach, so information to confirm that critical systems are operating as intended are essential.

Switching the emphasis in favour of leading indicators to confirm that risk controls continue to operate is an important step forward in the management of major hazard risks. Similarly it is important to try and develop a set of leading and lagging indicators for each risk control area which provides dual assurance to confirm that the risk control system is operating as intended.

KPIs – Leading

- Number of Leaders having completed IOSH Leading Safety training.
- Number of staff having completed IOSH Managing Safely training.
- Number of staff having completed mandatory health and safety induction training.
- Number of departmental/team safety inspections (minimum target 2 per annum).
- Number of WHS Audits conducted against plan.
- Number of WHS Audit actions closed and completed.
- Number of Executive/Senior managers' active monitoring events against plan.
- Number of staff health and safety suggestions implemented.
- Number of staff attending lifestyle screening assessments.
- Number of hazards reported.
- Number of 'red cards' issued to prevent unsafe working practices.

KPIs – Lagging

- TRIR (total recordable incident frequency rate) Hours worked x incidents recorded.
- Number of near miss reports.
- Number of lost time accidents.
- Total number of working hours lost due to accident/injury /ill health
- Number of RIDDOR reportable accidents.
- Number of contractor accidents.
- Number of outstanding or closed serious incident review actions
- Lone and remote worker logons.
- Lone and remote worker alarm escalations.
- Cost of safety related insurance claims.
- Staff sickness absence due to mental health factors.
- Staff sickness absence due to musculoskeletal disorders.
- Number of risk assessments outside of review period.

