
Report to: Audit & Scrutiny Committee

Date of Meeting: 30th October 2025

Subject: Health & Safety Annual Report 2024/25

Report by: Health & Safety Manager

1.0 Purpose

- 1.1. This report provides the 2024/25 annual report on Health & Safety performance across the Council.

2.0 Recommendations

- 2.1. The Committee is asked to note the report, commenting and challenging as appropriate.

3.0 Considerations

- 3.1. The Council has a legal duty to ensure the health and safety of its employees and anyone who comes into contact with the services we provide as well as ensuring no person comes to harm. This helps prevent loss or damage to property, disruption due to incidents and claims being made against the Council.
- 3.2. The Health & Safety Strategy 2022-2025 was approved by Council on 6th October 2022 followed by the approval of a Wellbeing Strategy on 1st December 2022. These strategies provide a framework for the work the Health and Safety Team leads on.
- 3.3. Significant work has been undertaken over the last year to continue improvements in the health and safety culture across the organisation.
- 3.4. The report as presented provides detail of this activity, enforcement activity by external bodies and performance measures that took place over the year.
- 3.5. During 2024/25 the Health & Safety Team focussed on ensuring that managers understood the risks that their team face and that appropriate risk assessments are in place and understood.
- 3.6. Work continues to ensure the Council fully meets its legal obligations. No enforcement action was taken against the Council for Health & Safety breaches during 2024/25.

4.0 Sustainability Implications

4.1. None noted.

5.0 Resource Implications

5.1. *Financial Details*

5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes ☒

5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes ☒

5.4. *Staffing*

6.0 Exempt Reports

6.1. Is this report exempt? Yes ☐ (please detail the reasons for exemption below) No ☒

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) Our Priorities

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all ☐

Our families; children and young people will have the best possible start in life ☒

Women and girls will be confident and aspirational, and achieve their full potential ☒

Our communities will be resilient and empowered so that they can thrive and flourish ☒

(2) Council Policies

Complies with relevant Council Policies ☒

8.0 Impact Assessments

8.1 Have you attached the combined equalities impact assessment to ensure compliance with the public sector equality duty and fairer Scotland duty? (All EFSIAs also require to be published on the Council's website)

Yes ☐

8.2 If an impact assessment has not been undertaken you should explain why:

An Equality Impact Assessment (EQIA) and Fairer Scotland Duty Assessment have not been prepared as this is an annual report and does not relate to a new policy or strategy.

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ☒

10.0 Appendices

10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendix 1 – Health & Safety Annual Report 2024/25

11.0 Background Papers

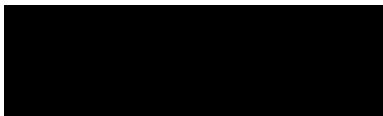
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☐ (please list the documents below) No ☒

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Seonaid Scott	Health & Safety Manager	X 2174

Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director – Partnership & Performance	

Health and Safety

Annual Report **2024–2025**

**Be the
Future**



CONTENTS	PAGE
1 Introduction	3
2 Executive Summary	5
3 Performance - H&S Management System	6
3.1 Key Performance Indicators	6
3.2 Statutory Breaches & Enforcement	6
3.3 Significant Incidents/Accidents	6
3.4 Accident Data	7
3.5 Audits	8
3.7 Training	9
4 Occupational Health Provision	11
4.1 OH (Management) Referrals	11
4.2 Health Surveillance	11
4.3 Employee Assistance Programme	12
4.4 Physiotherapy	13
5 Stress Risk Assessments	13
6 Priority Areas for Improvement	14
7 Conclusions	15
Appendix 1 – Health & Safety Strategy Update	16
Appendix 2 – Wellbeing Strategy Update	21

1. INTRODUCTION

1.1 Aims and Objectives

In order to manage Health and Safety (H&S) effectively, it is essential to carry out and report on periodic reviews of H&S performance. This report aims to provide senior management and Elected Members with insight into the deployment of H&S across the Council. Management information is included for the period 1st April 2024 to 31st March 2025. Information relating to the use and performance of the Occupational Health contract is also considered.

The report also provides information on H&S risks and any enforcement action / Health and Safety Executive (HSE) involvement where the effectiveness of internal controls and H&S risk management have not achieved their intended aim(s).

The Council uses the system set out in the HSE publication *Managing for Health and Safety (HSG65:2013)* as the basis for its H&S Management System. This is based on the principles of Plan, Do, Check and Act which are common to many management systems.



The ultimate objective of this report is to monitor performance and to provide an indication of the level of assurance on the achievement of statutory compliance.

1.2 H&S Team goals

The H&S Team aims to ensure, as far as is reasonably practicable, that Council business is conducted and services are delivered without causing harm or ill health to our staff, or any others affected by our activities. Advice provided on the management of H&S will be reasonable, proportionate to the level of risk and benchmarked with similar organisations. The team also manages the Council Occupational Health Services contract. The H&S service contributes to maintaining a healthy workforce, improving efficiency, reducing costs and claims, managing risk and reducing absence.

The central H&S Team satisfies the statutory requirement to appoint an adequate number of competent persons to assist the Council to comply with its legal duties, without removing the direct responsibility on Services to assess risk and operate in a safe manner.

Over the 2024/25 financial year the main focus of the team has been in ensuring that managers understood the risks that their team faced in their day to day activities. Work has then been ongoing to ensure that these risks are covered by appropriate risk assessment. The continuation of an internal IOSH Managing Safely programme supports this by ensuring that managers understand their legal responsibilities.

2. EXECUTIVE SUMMARY

Highlights from the range of work undertaken from the period 2024-25 include:

- No enforcement action taken against the Council.
- An incident rate which is significantly below the average for UK Public Administration organisations.
- Development or review of 11 policies,
- Delivery of 77 training courses
- Completion of 58 risk profiling meetings,
- Completion of 602 Health Surveillance checks,
- Support provided through 86 contacts with PAM Assist and 27 referrals to Physiotherapy,
- 44 Stress Risk Assessments completed and analysed
- Support across the organisation to review and update 1300 risk assessments,
- Ongoing development of Evotix system.

All of the above activities support the Council in achieving statutory compliance and enhancing the health, safety and wellbeing of staff.

3. PERFORMANCE - H&S MANAGEMENT SYSTEM

3.1 Key Performance Indicators

In October 2022 Council approved a new Health & Safety Strategy. This set out an action plan with key performance indicators around five themes:

- Leadership & Management
- Competence
- Risk Management
- Health and Wellbeing
- Collaborative/Partnership working

A Wellbeing Strategy was approved in December 2022 which included 6 key objectives of:

- Promote and improve positive mental health and wellbeing for all employees
- Promote an open and supportive leadership culture where mental health and wellbeing issues can be raised and dealt with effectively
- Ensure effective and consistent wellbeing communication to help identify and tackle organisational issue that negatively affect mental health and wellbeing within teams
- Adopt and implement a more proactive approach to managing work related stress
- Provide employees experiencing mental health and wellbeing problems with access to professional assistance and support
- Reduce barriers to employment and support employees who have experienced, or are experiencing, mental health and wellbeing problems/issues

The performance against both strategies is available at Appendix 1 & 2.

3.2 Statutory Breaches & Enforcement Action

There was no enforcement action taken against the Council by the Health & Safety Executive in the 2024/25 period. The HSE undertook visits to several Council properties as part of a national campaign on the management of asbestos in public buildings, and the Inspector was satisfied that we had good control measures in place.

Scottish Fire and Rescue Service have continued to carry out regular fire safety audits across the Council estate with no major improvements required.

3.3 Significant Incidents/Accidents

During 2024/25 there were no HSE investigations following the reporting of accidents under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR).

3.4 Accident Data

Incident reporting is now well established using the Evotix Assure online system.

Table 1 below summarises the accident data for the financial year 2024/25. Previous years are included for comparison. The Accident Incidence Rate is a standard calculation for reporting accident rates across different industries. Our incident rate has dropped dramatically compared to last year and our rate is around a sixth of the average for Public Administration organisations.

TABLE 1 – COUNCIL ACCIDENT STATISTICS				
Number of Reports	2021/22	2022/23	2023/24	2024/25
Staff	532	670	787	957
Others*	1903	1191	1178	1311
RIDDOR (HSE) reportable accidents within the above				
Staff	9	10	15	7
Others	6	3	17	9
Staff accident incidence rate (AIR) (Total RIDDOR reportable x 100,000 / FTE employees)	9 x 100000 / 2127 = 423.13	10 x 100000 / 2094 = 477.55	15 x 100000 / 2127 = 705.22	7 x 100000 / 2074 = 337.51

*Others include school pupils, care home residents and general members of the public

There has been a further increase in the number of incidents reported, which is due to regular promotion of the need to and benefits of reporting, both from management and trade unions. The biggest increase has been in reporting of incidents of violence and aggression, particularly across People services where 786 of the 844 incidents reported (93%) were related to violence and aggression.

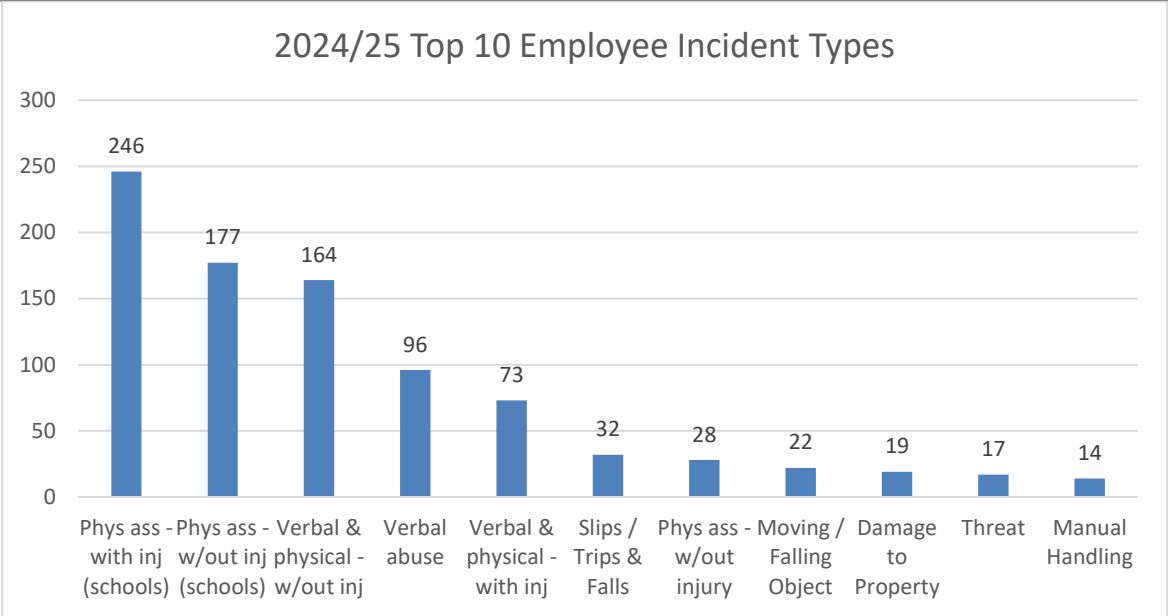
There has been a significant drop in the number of incidents which required reporting to the Health & Safety Executive under RIDDOR. One incident involved a specified injury while six were due to injuries which prevented the employee carrying out their normal duties for more than seven days. Table 2 illustrates the proportion of incidents across all services areas.

TABLE 2 – COUNCIL STAFF ACCIDENT STATISTICS – by Directorate												
	P&P			People			Place			HSCP		
	22/23	23/24	24/25	22/23	23/24	24/25	22/23	23/24	24/25	22/23	23/24	24/25
Non RIDDOR	1	5	5	596	650	842	55	58	62	11	57	41
RIDDOR	0	0	0	9	8	2	1	5	3	0	2	2
Total	1	5	5	605	658	844	56	63	65	11	59	43

All accident reports are scrutinised by the H&S team, and action is taken where required to prevent a reoccurrence (in particular where trends are identified). Since April 2021 all incidents are reported via the Evotix Assure system, which allows all managers to see accident data in real time.

Figure 1 displays the top ten incident types for 2024-25. The highest type of incident was physical assaults, with over 97% of these taking place within educational establishments. This includes any incident where someone made contact with another person whether intentionally or accidentally. This is not unique to Clackmannanshire, and the Scottish Government recently produced guidance on managing these risks in schools. The risk of violence and aggression towards staff has now been added to the corporate risk register.

Figure 1



3.5 Audits

Site Visits

58 meetings were held to complete the risk profiling exercise started in 2023/24.

Following this, the programme of general health and safety visits restarted. 23 visits were undertaken during the period with actions now being tracked using the Evotix system. 348 actions were raised with 265 (76%) confirmed as completed.

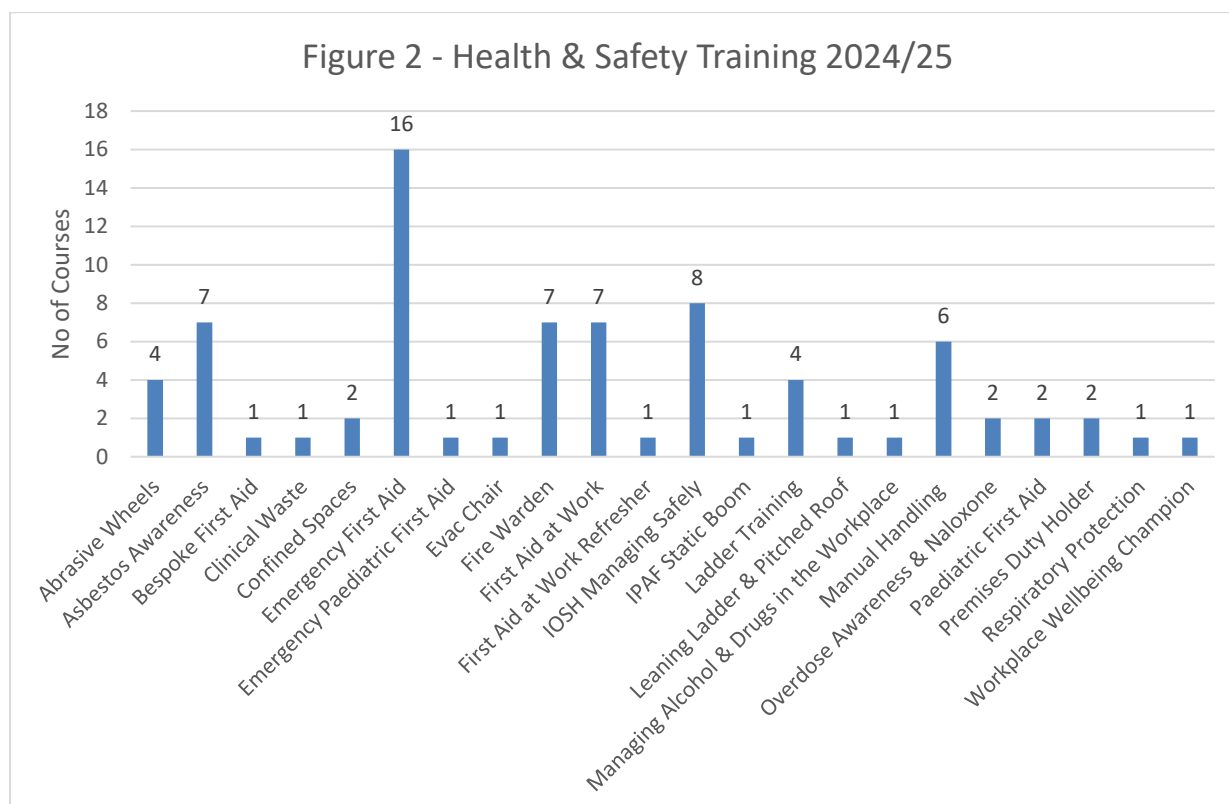
Work has continued over the year to develop a suite of topic audits. These will ask all managers to complete a questionnaire covering the basics of a topic like Fire which allows us to ensure that all teams in a building such as Kilncraigs have appropriate safety measures in place. These will launch during the 2025/26 year.

In addition to this, the Health & Safety team have completed a number of visits to worksites. The main issue identified from these visits has been a failure to wear Personal Protective Equipment (PPE) correctly. Toolbox talks have been undertaken to help resolve these issues.

3.6 Training

H&S training plays a significant role in reducing overall H&S risk. In 2024/25 there were 77 events arranged through the Health & Safety team to address aspects of health and safety.

Figure 2 details the H&S training courses during the financial year 2024/25.



Our First Aid & Training Officer changed during the year with the new postholder bringing different skills to add to our existing courses. This post has increased the amount of training available to employees, while reducing the cost of such training to the Council (by delivering courses in house, rather than relying on external providers). It has also allowed courses to be run more flexibly to accommodate different working patterns. The post has continued to generate some income from providing training to external organisations and participants.

A revised approach to mandatory training started in 2024/25. This sees the programme of training split over three years to balance the time commitment to complete these with other demands on officer's time. In 2024/25 the safety course was Basic Fire Awareness which had an overall completion rate of 71.3% which is over double previous levels of compliance. The programme has continued into 2025/26 with First Aid, an Introduction to Health & Safety and Display Screen Equipment courses due to be completed.

In addition, Toolbox Talks have been developed for key aspects of Health & Safety. Table 3 shows the number of employees who have received these since 2022. The work currently being carried out in the skills matrix project will help confirm who should receive each of these toolbox talks and allow more full reporting in future years.

TABLE 3 – H&S Toolbox Talks (staff attendance levels)			
Subject	2022/23	2023/24	2024/25
H&S Policy	319		
Fire Safety Policy	326		
Construction (Design & Management) Policy	4		
Accident Reporting & Investigation Policy	337	32	12
Management of Asbestos Policy	4		
Management of Contractors Policy	4		
Covid 19 Guidance for Care Homes	40	42	
Winter Working		14	
Adverse Conditions	21		
Air Suspension	7		
Clinical Support Access	16		
Risk Assessment	4	13	
Electrical Cooking Appliances	21		
Electrical Safety	11		18
First Aid	11		
Seat Belts	11		
Health Surveillance	4		
Healthcare Framework	19		
Introduction to Health & Safety	16		12
Slips, Trips & Falls	16		15
Legionella Prevention	4		
Lifting Equipment & Lifting Operations (LOLER)	13		
SSSC Registration	21		
Isolation Procedures	10		
Personal Protective Equipment	4		
Provision & Use of Work Equipment (PUWER)	4		
Rewiring / Electrical Equipment	20		
Portable Heaters & Fans	21		
Working on Vehicles	8		
Working at Height		4	5
Menopause support		16	
Vaccination		14	
Mental Health		27	7
Fire Evacuation		17	48
Healthy Eating		11	
Lone Working			16
Manual Handling			12
Near Miss Reporting			16
Alcohol & Drugs Policy			121
Care Inspectorate Visit			20
Falls & Frailty			17
Recording Infections			18
Vehicle Daily Checks			6
TOTAL	1296	180	343

Additional resource has been employed within the Property Team and this, along with a more systematic approach to Toolbox Talks, are starting to show an improvement in uptake.

4. OCCUPATIONAL HEALTH PROVISION

The Occupational Health Provision (OHP) is an important risk/absence management tool, allowing the Council to optimise productivity whilst reducing costs related to health issues. OHP's perform the following functions:

- Identification of the legacy of impairment/disease in new employees and the establishment of a 'baseline' of health.
- Pre employment health assessment.
- Advising on adjustments as required to comply with the Equality Act 2010.
- Identification of work-related disease and defence in the event of legal challenge.
- Provision of advice on preventing/minimising work-related illness.
- Compliance with statutory health surveillance requirements.
- Assessment of fitness for work during and after illness/disease onset and recommending adjustments and restrictions to reduce absence costs.
- Employee Assistance such as Counselling, CBT, EDMR.
- Physiotherapy.

The main OH provider was Health Partners, with Employee Assistance provided by PAM Assist and Physiotherapy provided by Framework.

The Council has participated in work to set up a national contract through Scotland Excel and it is anticipated that this will provide significant benefit to the Council in terms of value for money. The revised contract will start in April 2026.

4.1 OH (Management) referrals

Table 4 below shows the number of referrals made to our OHP. These are mainly made by managers in relation to employee attendance issues, but occasionally may be made to request advice in cases where there has not been any absence.

TABLE 4 – REFERRALS TO OCCUPATIONAL HEALTH SERVICE – CONTRACT USAGE				
Referral Type	Number of referrals 2021/22	Number of referrals 2022/23	Number of referrals 2023/24	Number of referrals 2024/25
Management referrals	489	511	353	126
Pre employment screening	439	562	473	351
Case conferences	0	0	1	2

The number of management referrals has decreased significantly as more cases required an Occupational Health Physician which comes as a greatly increased cost, so a triage system was implemented to ensure best value. The number of pre employment screening requests reflects recruitment activity across the Council.

4.2 Health surveillance

Health surveillance checks are required by legislation and include checks for:

- Noise Induced Hearing Loss;
- Hand Arm Vibration Syndrome;
- Occupational Asthma / lung function;
- Occupational Dermatitis (skin);
- Night worker medicals;

Table 5 below shows the number of staff attending OH for statutory health surveillance appointments over the last three years. There are 225 individual staff members currently included in the health surveillance programme and 39 staff on the night worker medicals programme.

Health Partners provide the initial surveillance checks in a mobile van which attends Council workplaces for employees to attend their appointments. This reduces the time away from work for employees to attend. 93 employees had a further follow up appointment – the vast majority of these were telephone calls.

TABLE 5 – Health Surveillance Appointments			
	2022/23	2023/24	2024/25
HAVS	68	114	98
Audiometry	124	136	114
Skin checks	199	234	194
Lung checks	201	234	194
Night worker assessment	5	2	2

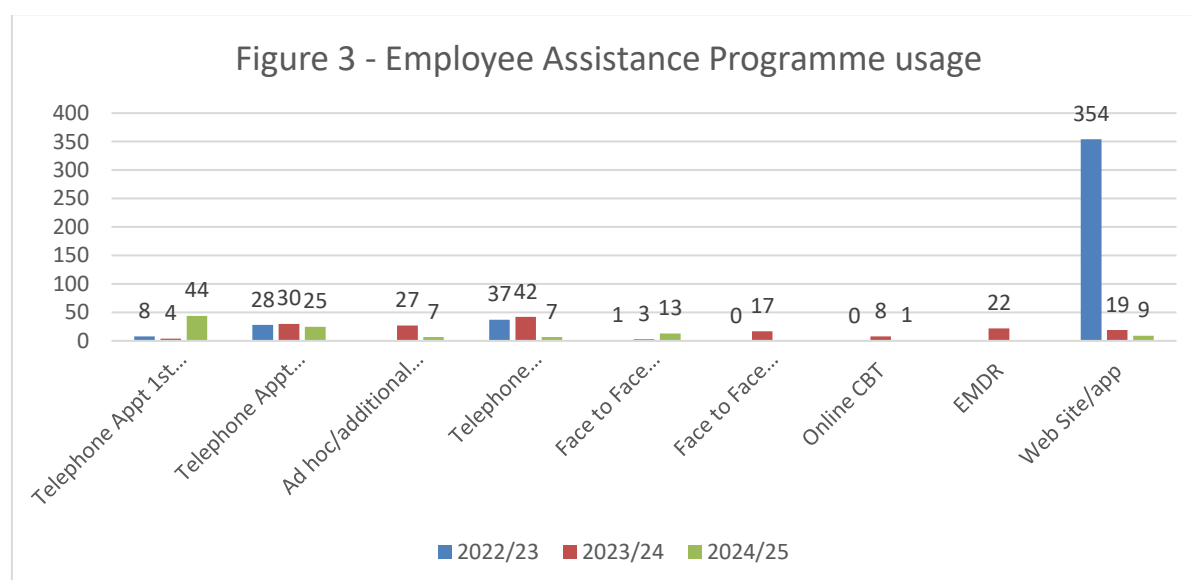
* Health surveillance checks are cyclical, some of which take place on a 3 year rotation. These figures highlight the usage of the contract and are not performance indicators.

Where symptoms are identified during routine health surveillance managers are then provided with recommendations from OH in order to ensure exposures are reduced. A structured feedback form is now used to ensure the outcome of health surveillance appointments is formally passed to staff.

4.3 Employee Assistance Programme

The Employee Assistance Programme provides online and telephone assistance on a wide range of topics. If more specific support is provided such as counselling, Cognitive Behaviour Therapy (CBT) or Eye Movement Desensitization and Reprocessing (EMDR), this is charged separately to the relevant service.

Figure 3 shows the use made of this provision over the last three years. A total of 706 contacts were made with PAM Assist. The PAM Digital offering was unavailable due to upgrades during the early part of 2025 which helps explain the decrease in uptake. Regular promotion of the programme is undertaken by the Healthy Working Lives group.



The topics for contact are summarised in Table 8.

TABLE 8 – Employee Assistance Topics			
Topic	2022/23	2023/24	2024/25
Alcohol			2
Bereavement	5	1	10
Domestic Violence		1	5
Family & Relationships	1	1	10
Finance	3		1
Legal Advice	2		
Mental Health	18	51	40
Physical Health			4
Traumatic Incident		2	10
Workplace Conflict		1	1
Work Related Stress	5	1	4
Work / Life Balance	1		
TOTAL	35	58	86

4.4 Physiotherapy

The primary purpose of the Physiotherapy Service is to either prevent absence or to facilitate a return to work as a result of a musculoskeletal injury or illness. The Service was set up as part of the Council's absence management initiatives with the aim being to provide faster access to physiotherapy as staff could wait several months for NHS provision. The physiotherapy provision is delivered by 'Frameworks Clinics'.

There were 27 referrals to Physiotherapy with 50 appointments during 2024/25.

5. STRESS RISK ASSESSMENT

Stress risk assessments aim to assist managers in the identification of stressors and the subsequent identification of risk control measures. Table 9 below summarises the demand for assessments from each Service. The number of assessments has been increasing steadily, particularly within Education.

TABLE 9 – Stress Risk Assessments by Service 2022-25			
	2022/23	2023/24	2024/25
P&P	2	3	2
People	28	25	34
Place	9	6	7
HSCP	5	3	1
Total	44	37	44

An online version of the assessment launched in May 2024 which has helped streamline the process from an employee and manager perspective.

6. PRIORITY AREAS FOR IMPROVEMENT

While good progress has been made in health and safety performance, there are still significant challenges to ensure robust Health & Safety arrangements are in place across the Council.

The Health & Safety and Wellbeing Strategies set the framework for our improvement activity over the coming year. During 2024/25, progress against these indicators with 12 now progressing as planned, 13 progressing out with expected timescales and 2 with little or no progress (2 are not expected until 2025/26). The key priorities for 2025/26 will be:

- 1) Ensuring the roll out of the Health & Safety induction programme as part of the wider review of the Corporate Induction process.
- 2) Development of a Competency Matrix outlining the key skills and knowledge required to work safely in different roles.
- 3) Complete a review of the Safety Culture across the Council
- 4) Implementation of a Wellbeing Campaign including:
 - a. Renewal of the Healthy Working Lives group
 - b. Rollout of Wellbeing Champions across the Council
 - c. Rollout of online and team Stress Risk Assessments
- 5) Development of Health, Safety and Wellbeing Strategy for 2026-2028
- 6) Development and implementation of a programme of support around violence and aggression towards employees.

7. CONCLUSIONS

The aim of this report is to review H&S performance and to provide general assurance on the level of compliance with statutory requirements. From the review limited assurance can be provided on the uniform compliance with statutory H&S duties across the Council. This is defined by Internal Audit as

Risk, control, and governance systems have some satisfactory aspects. There are, however, some significant weaknesses likely to undermine the achievement of objectives and leave them vulnerable to an unacceptable risk of error or abuse.

While pockets of good practice exist, there is still significant work to do to ensure that this is embedded across all service areas.

In terms of safety culture, it is expected that some areas of the Council have moved to a Calculative or Proactive approach, but other areas are still firmly in the Generative approach where action is only taken following an incident. This will be explored further in the Safety Culture study planned for early 2026.

Significant work has been undertaken to build the foundations of a strong Health and Safety Management System. Eleven reviewed over the past year. 58 risk profiling meetings have been carried out, which along with 22 audit visits building up a picture of the risks across the Council. A total of 77 training courses were undertaken during the period. This meant good progress against the key performance indicators outlined in the Health & Safety strategy.

The key area of work towards the Wellbeing strategy was to reinvigorate the Council's Healthy Working Lives group who are now planning a programme of events and campaigns to help improve employee health and wellbeing.

A key role for the Health & Safety Team is to share good practice to help those who may not be performing as well. The development of the Evotix system is greatly assisting with this as many aspects can be copied across from one team to another.

A key challenge for the team over the next year will be to ensure that Health & Safety remains a priority in all areas of the Council despite a challenging financial picture and increased demand for Council services.

The H&S Team will continue to closely monitor performance and work towards reducing the key risks facing the Council as detailed above; adjusting priorities as required in order to safeguard the health, safety and wellbeing of staff, as far as is reasonably practicable.

 Progress in line with expectation

 Some progress but not as much as expected.

 No/Minimal progress

Theme 1: Leadership & Management

Objective	KPI	Success indicator	Owner	Status	Commentary
1.1 Maintaining and strengthening an effective communication system through the Council's management structure	Record of corporate and service health and safety meetings, publication of health and safety briefings. Number of Toolbox talks delivered at service levels.	Meetings are being held and accurate minutes are kept and published. Toolbox talks are recorded and uptake reported through the SLG and published on the Council intranet.	Senior Managers /H&S Team	 	57 meetings recorded between April 2024 and March 2025 333 toolbox talks recorded.
1.2 Demonstrating that Health and Safety management is integrated in all business decisions.	Inclusion of health and safety consideration as part of the decision making process.	Documented evidence that health and safety is being considered e.g. where there is a planned reduction in staff have H&S considerations been considered and risks identified.	SLG / Senior Managers		Committee template change being considered by SLG
1.3 Maintaining regular reviews of health and safety performance.	Health and safety audit programme in place including thematic audits of service areas.	Successful completion of audit programme. Two thematic audits per year and publication of all completed health and safety management audit findings.	H&S Team		27 audits completed. Thematic audits developed but not yet implemented.
1.4 Ensuring appropriate resources are provided for the effective management of health and safety.	Inclusion of appropriate health and safety considerations as part of the budget setting process.	Evidence of resource allocation for compliance with health and safety legislation.	SLG		All budget proposals must identify H&S risks of the proposal being accepted.
1.5 Ensuring all staff receive appropriate Health and Safety induction and training.	All new staff complete the health and safety induction programme.	Records of completed training are up to date and reported to management.	Line Managers / H&S Team		6 completed but full roll out delayed as part of wider programme on induction.
1.6 Ensuring strategic health and safety aims are communicated and embedded throughout the Council.	Strategy communicated across Council on approval.	Strategy is communicated to all staff via health and safety briefings. Engage with staff during premises and site visits to ensure cascaded, understood and is being effectively implemented.	SLG/ Line managers /H&S Team		Ongoing articles in Connected. Email cascades on different topics.
1.7 Develop communications plan in conjunction with Communications Team to ensure ongoing delivery of key health and safety messages	No of Comms campaigns delivered	Health and Safety messages communicated to all levels of the organisation using the most effective channels	Comms Team / H&S Team		Regular messages sent out but still some difficulty with ensuring these are received across all levels of the organisation

 Progress in line with expectation

 Some progress but not as much as expected.

 No/Minimal progress

Theme 2: Competence					
Objective	KPI	Success indicator	Owner	Status	Commentary
2.1 Ensuring we have competent staff who ensure all policies and procedures are up to date and reflect best practice.	Development of health and safety competency matrix for each job role.	Progressive implementation of competency matrix. Up to date policies, procedures and risk assessments in place.	H&S Team / Senior Managers	 	Expected late 2025 Programme of policy reviews in progress. Risk Assessment review in progress.
2.2 Making sure internal policies, procedures, guidance and advice are understood and easily accessible to staff and, where applicable, visitors and contractors.	Development and deployment of learning and development tools and information sources suited to the needs of all levels of staff within the Council. Clear improvement in the results of the Behavioural Safety Culture Study.	Increased understanding and wide spread use of the learning and information resources provided. Regular reporting of toolbox talks and uptake of mandatory core H&S training to SLG. This will include the use of Clacks Academy and bespoke tools for hard to reach staff. Improvements in results of Behavioural Safety Culture Study, completed biennially. Aim to reach Proactive level by 2024.	H&S Team / Line Managers	 	Regular reporting is now in place. Still some gaps in the uptake of mandatory training, although results last year were significantly better than previous years. Delayed until early 2026 due to other work.
2.3 Ensuring staff are aware of how to they can access competent and professional advice.	Level of contact established between staff and the Health and Safety Team.	Increased contact with Health and Safety Team from staff at all levels within the Council. Promotional Campaign of who the H&S Team are, their role and how they can be contacted.	H&S Team	 	Attendance at team meetings across the organisation. Connected article Spring 2024. Connect content updated.
2.4 Using appropriate risk management/ risk assessment techniques across all service areas.	Level of use of the health and safety risk management tools and forms provided by the Health & Safety Team	Increase in the number of appropriate forms used and submitted to the H&S Team. Increased use of technological solutions such as Evotix Assure.	Senior Managers		Education Excursions and Stress Risk Assessments added to the tools available on Evotix.
2.5 Ensuring comprehensive training programs and opportunities are available to staff to ensure they develop the right skills and knowledge.	Number of appropriate Health & Safety courses available to staff.	Increased take up of health and safety training opportunities in all formats i.e. e-learning, classroom based learning and blended learning formats.	H&S Team / Line Managers		1 Clinical Waste, 4 Ladder Training, 28 First Aid (various), 7 Fire Warden, 2 Premises Duty Holder, 6 Manual Handling, 8 IOSH, 4 Abrasive Wheel.

 Progress in line with expectation

 Some progress but not as much as expected.

 No/Minimal progress

Theme 3: Risk Management					
Objective	KPI	Success indicator	Owner	Status	Commentary
3.1 Systematically identifying all hazards across the Council.	Risk assessment programme developed and in place.	Year on year increase in the number of risk assessments documented with their findings implemented appropriately.	Line Managers		1300 Risk Assessments submitted and in process of review. Work continuing to address gaps.
3.2 Ensuring that health and safety is always an integral part of the planning and review processes at Council and directorate/service area levels.	Documented evidence of the inclusion of relevant health and safety matters e.g. Bipartite minutes, TU Management, Executive H&S, Operational H&S, Budget discussions	Evidence of the positive impact health and safety considerations have made during the processes.	SLG	-	H&S is a standing item on all Bipartite, TU/Management meetings but no formal way of recording.
3.3 Ensuring the effective implementation of the Council's fire safety policy in all premises	Implementation of actions from fire risk assessment programme for all Council owned buildings.	Fire risk assessment findings/recommendations effectively implemented. Escalation process in place for any continued non-compliance	Premises Duty Holders / Property Team / H&S Team		65 actions identified. 28 completed and 22 in progress. Regular reports to SLG on issues of non-compliance.
3.4 Developing a suite of lagging / leading health and safety performance indicators.	Suite of indicators developed.	Staged introduction of indicators based on service area maturity levels.	H&S Team / Senior Managers	-	Expected September 2025.
3.5 Ensuring a robust Health and Safety Audit programme is in place	Areas audited according to audit plan.	Year on year increase in audit and inspection activity carried out by managers. Year on year improvement in audit outcomes measured with the audit finding implemented by the agreed time scale.	Line Managers H&S Team / Line Managers		27 audits completed with 307 actions identified. 176 of these were completed by 31 st March 2025.
3.6 Improving reporting, recording and investigation of accidents, incidents and near misses.	All incidents are reported timeously and investigated.	Levels of reporting & investigation increased. No adverse outcomes from enforcement agency follow-up.	Senior Managers		Incidents reported remained high (similar to last year). Investigation rate rose from 72% to 80%. No enforcement action against Council.

✓ Progress in line with expectation

⚠ Some progress but not as much as expected.

● No/Minimal progress

Theme 4: Health & Wellbeing					
Objective	KPI	Success indicator	Owner	Status	Commentary
4.1 Promoting and encouraging participation and support initiatives that enhance occupational health and wellbeing for staff.	Greater awareness amongst staff of occupational health and wellbeing issues.	Reduction in reporting of occupational health and wellbeing issues. Increased uptake in wellbeing initiatives.	Senior Managers	-	Expected mid 2025
4.2 Implementing the measures outlined in the Mental Health & Wellbeing Strategy.	Increased competence in supporting mental ill-health related issues	Increase in managers and staff trained to support mental ill health.	H&S Team	✓	18 Wellbeing Champions trained. Further training is in development.
4.3 Promoting and maintaining a Healthy Working Lives programme	Activities and promotions aimed at the health and wellbeing of staff	Increase in employees taking up activities to support their health and wellbeing.	H&S Team	✓	Weekly walking sessions. Mental Health week promotion, PAM Wellbeing promotion, Winter Wellbeing promotion.

 Progress in line with expectation

 Some progress but not as much as expected.

 No/Minimal progress
Theme 5: Collaborative and Partnership Working

Objective	KPI	Success indicator	Owner	Status	Commentary
5.1 Developing initiatives to encourage collaborative/partnership working with key stakeholders, partners and union colleagues.	Progress made with joint working between employee representatives, management and the Health and Safety team.	Effective joint inspections, task based risk assessments and health and safety initiatives. Number and frequency to be agreed.	TUs / H&S Team		5 Joint inspections and a joint initiative around reporting of violence and aggression incidents. Lack of capacity within trade unions has limited this.
5.2 Ensuring appropriate and effective communication channels exist for the dissemination of all health and safety information.	Increased take up of available health and safety resources.	Greater health and safety awareness throughout the workforce, evidenced through health and safety management audits, risk assessment reviews and training outcomes. Improved performance in Behavioural Safety Culture Study.	H&S Team / Comms Team		The Behavioural Safety Culture Study has been delayed due to other work and is now expected early 2026.
5.3 Developing occupational health and safety system in accordance with HSE H&S management system (HSG65) principles.	Quarterly update reports and annual meetings with managers.	Increased awareness and ownership of safety system evidenced, evidenced through health and safety management audits, risk assessment reviews etc.	H&S Team / Strategic Directors / Senior Managers		Regular reports going to SLG but meetings with managers have not yet taken place.
5.4 Identify, develop, implement and embed technological solutions to improve compliance monitoring and reporting arrangements	Solutions reduce burden of compliance monitoring.	Evidence of improved compliance recorded through systems such as Evotix.	H&S Team		Risk, DSE & COSHH Assessments, Stress Assessments and Audits on Evotix.
5.5 Maintaining effective and efficient management and control of contractors within our premises and on our work sites.	All contractors engaged by the Council have been subject to a health and safety management system /competency assessment evaluation.	All contractor HS documentation evaluated prior to the commencement of work and the results published on Evotix. Effective co-operation and consultation maintain with contractors regarding Council expectations.	Senior Managers		No longer expected to be delivered as part of this strategy as priority given to ensuring safety within Council services.

✓ Progress in line with expectation

⚠ Some progress but not as much as expected.

● No/Minimal progress

Objective 1: Promote and improve positive mental health and wellbeing for all employees					
Priorities	Actions	Indicators of Success	Owner	Status	Commentary
1.1 Improve employees awareness of mental health and wellbeing	Programme of mental health awareness training in place for managers and staff	Number of staff attending training	H&S team / Senior Manager	✓	171 managers trained. (226 cumulative) 18 Wellbeing Champions trained. Awareness training in development
1.2 Promote and support good lifestyle choices, and support employees to better manage their psychological wellbeing and build resilience	Continue to develop and promote good lifestyle choices activities through the Healthy Working Lives group.	Number of activities held, and staff engagement in activities.	Healthy Working Lives Group.	✓	HWL group reformed and calendar of events developed.
1.3 Ensure health promotion and health checks are in place to support employees stay healthy and identify early signs of serious health issues.	Continue to offer health promotion activities and routine health checks for employees across a variety of Council sites.	Number of staff engaging in routine health checks.	Healthy Working Lives Group	✓	Health checks are available to staff through NHS and internal resource.
1.4 Promote and support employees' financial wellbeing	Offer opportunities to employees to become more aware of, and better manage, their finances.	- Number of opportunities and programmes offered. - Number of staff accessing opportunities	Healthy Working Lives Group	✓	Regular pension/AVCs webinars are available for staff. In addition preparing for retirement course are offered across the Council. Online support through staff benefits and employee assistance portals to help staff manage their money.

✓ Progress in line with expectation

⚠ Some progress but not as much as expected.

● No/Minimal progress

Objective 2: Promote an open and supportive leadership culture where mental health and wellbeing issues can be raised and dealt with effectively.

Priorities	Actions	Indicators of Success	Owner	Status	Commentary
2.1 Ensuring managers have the skills to support an open leadership culture	Continue to ensure that suitable training is provided for managers at all levels to change the leadership culture.	- Numbers trained - Improved outcomes in Staff Survey.	SLG & HR&WD	✓	Ongoing leadership development opportunities. Staff survey showed a small increase in mental wellbeing.
2.2 Ensuring opportunities are created where mental health and wellbeing can be discussed.	Revamp of PRD/121 process to ensure wellbeing covered as part of these discussions.	Revised PRD/121 process developed and implemented.	SLG & HR&WD	✓	Constructive Conversations launched May 2023.

Objective 3: Ensure effective and consistent wellbeing communication to help identify and tackle organisational issues that negatively affect mental health and wellbeing within teams.

3.1 Improve wellbeing Communication	Develop and implement a clear wellbeing communication plan, including a more interactive staff wellbeing hub and opportunities to engage hard to reach groups and those working from home.	Wellbeing communication plan in place and actions completed.	H&S and Communications Teams	●	Plan to be developed in conjunction with plan for H&S strategy.
3.2 Enhance Wellbeing Engagement	Collect feedback from staff about wellbeing activities and act on this.	Improved results in staff wellbeing questions within staff survey	Healthy Working Lives Group / HR&WD	✓	Staff survey showed a small increase in mental wellbeing.

✓ Progress in line with expectation

⚠ Some progress but not as much as expected.

● No/Minimal progress

Objective 4: Adopt and implement a more proactive approach to managing work related stress.					
Priorities	Actions	Indicators of Success	Owner	Status	Commentary
4.1 Ensuring sources of work related stress are identified; stress risk assessments carried out and outcomes of risk assessments are acted upon.	Carry out team based stress risk assessments to identify the likely sources of stress and ensure suitable control measures are put in place, and regularly reviewed and updated	Number of stress risk assessments and actions completed	H&S Team. Senior & Line managers, Team leaders.	⚠	2 team risk assessment carried out and action plans developed.
4.2 Manage organisational and staff changes in a manner that does not lead to stress	Communicate and promote the Council's Change Protocol to all managers and team leaders, and ensure it is followed.	Increased understanding and compliance with the change protocol.	SLG / HR & WD	✓	Ongoing engagement with services as they seek to restructure.
Objective 5: Provide employees experiencing mental health and wellbeing problems with access to professional assistance and support					
5.1 Provide occupational health support, employee assistance programme and other relevant support	Increase awareness and understanding of the benefits of the wide range of supports available to staff.	- Increased uptake in programmes we can monitor - Staff survey results indicate better awareness of support.	Healthy Working Lives Group	✓	487 OH appointments and 216 EAP contacts. Staff survey shows 72% of employees know how to access support.
Objective 6: Reduce barriers to employment and support employees who have experienced, or are experiencing, mental health and wellbeing problems/issues.					
6.1 Put in place supportive arrangements and promote good rehabilitation practices	Ensure relevant HR policies and procedures are in place and used appropriately by managers.	Number of employees who have, or experiencing mental health, kept in work.	HR & WD / Line Managers.	✓	Maximising Attendance Policy & Procedure reviewed June 2023.

