Employees' Consultative Forum Agenda

Date:	**Wednesday 10 November 2021**
Time:	**6.30 pm**
Venue:	**Virtual Meeting - Online**
Pre-meetings:	**[Council Side - 6.00 pm, Employees' Side - 5.30 pm]**

Membership (Quorum: 3 from the Council Side and 2 trade union representatives from different trade unions)

Chair:	**Councillor Natasha Proctor**
Labour Councillors:	**Angella Murphy-Strachan** **Varsha Parmar** **Sachin Shah**
Conservative Councillors:	**Camilla Bath** **Philip Benjamin** **Mina Parmar**

Employee Representatives:

Teachers' Representatives:	Louise Crimmins Anne Lyons (1 vacancy)	- -	National Education Union National Association of Head Teachers
Representatives of UNISON:	Mr J Royle (1 vacancy)		Mr D Searles
Representatives of GMB:	Ms P Belgrave		Ms A Jones

Reserve Council Members:

Labour Reserve Members:	1. Graham Henson
	2. Pamela Fitzpatrick
	3. Kiran Ramchandani
	4. Adam Swersky

Conservative Reserve Members:	1. John Hinkley
	2. Pritesh Patel
	3. Susan Hall

Contact: Daksha Ghelani, Senior Democratic Services Officer
E-mail: daksha.ghelani@harrow.gov.uk

Scan this code for the electronic agenda:

Useful Information

Meeting details

This meeting is open to the press and public and can be viewed on
www.harrow.gov.uk/virtualmeeting

Filming / recording of meetings

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The recording will be made available on the Council website following the meeting.

Agenda publication date: Tuesday 2 November 2021

Agenda - Part I

1.   **Attendance by Reserve Members**
      To note the attendance at this meeting of any duly appointed Reserve Members.

      Reserve Members may attend meetings:-

      (i)   to take the place of an ordinary Member for whom they are a reserve;
      (ii)   where the ordinary Member will be absent for the <u>whole</u> of the meeting; and
      (iii)   the meeting notes at the start of the meeting at the item 'Reserves' that the Reserve Member is or will be attending as a reserve;
      (iv)   if a Reserve Member whose intention to attend has been noted arrives after the commencement of the meeting, then that Reserve Member can only act as a Member from the start of the next item of business on the agenda after his/her arrival.

2.   **Appointment of Vice-Chair**
      To appoint a Vice-Chair from the Employees' side for the Municipal Year 2021/22.

3.   **Declarations of Interest**
      To receive declarations of disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from:

      (a)   all Members of the Forum;
      (b)   all other Members present.

4.   **Minutes** (Pages 7 - 10)
      That the minutes of the meeting held on 25 January 2021 be taken as read and signed as a correct record.

5.   **Petitions**
      To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Executive Procedure Rule 47 (Part 4D of the Constitution).

6.   **Deputations**
      To receive deputations (if any) under the provisions of Executive Procedure Rule 48 (Part 4D of the Constitution).

7.   **Public Questions ***
      To receive any public questions received in accordance with paragraph 16 of the Executive Procedure Rules.

      Questions will be asked in the order in which they were received. There will be a time limit of 15 minutes for the asking and answering of public questions.

      [The deadline for receipt of public questions if 3.00 pm, 5 November 2021. Questions should be sent to <u>publicquestions@harrow.gov.uk</u>

      No person may submit more than one question].

8.   **Race Equality in Harrow Council** (Pages 11 - 76)
      Report of the Chief Executive.

9.   **Annual Health and Safety Report** (Pages 77 - 184)
        Report of the Divisional Director of Human Resources and Organisation Development.

Agenda - Part II

Nil

* Data Protection Act Notice

The Council will record the meeting and will place the recording on the Council's website.

[**Note:** The questions and answers will not be reproduced in the minutes.]

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Employees' Consultative Forum

Minutes

25 January 2021

Present:

Chair:	Mr D Searles		

Councillors:	Camilla Bath	Mina Parmar
	Pamela Fitzpatrick	Varsha Parmar
	John Hinkley	Adam Swersky
	Angella Murphy-Strachan	

Teacher Representatives:	Ms L Crimmins	-	NEU
	Ms A Lyons	-	NAHT

Unison Representatives:	Mr J Royle

GMB Representative:	Ms P Belgrave

Apologies received:	Ann Jones	-	GMB

Absent:	Gary Martin	-	Unison

In attendance:	Mr J Nobelmunn	Regional Organiser, Unison

54. Attendance by Reserve Members

RESOLVED: To note the attendance at this meeting of the following duly appointed Reserve Members:-

<u>Ordinary Member</u>	<u>Reserve Member</u>
Councillor Philip Benjamin	Councillor John Hinkley
Councillor Graham Henson	Councillor Varsha Parmar

55.   Declarations of Interest

RESOLVED: To note that there were no declarations of interests made by Members.

56.   Minutes

RESOLVED: That the minutes of the meeting held on 3 December 2020 be taken as read and signed as a correct record.

57.   Petitions, Deputations, Public Questions

RESOLVED: To note that no public questions, petitions or deputations were received at this meeting.

58.   Statement by Unison

A representative of Unison read a statement to the Forum in relation to the reports on Health and Safety included on the agenda and claimed that fraudulent activity appeared to have taken place and, as such, Unison could not participate in the discussion on these items as the matter had been referred to the police.

Resolved Items

59.   Draft Revenue Budget 2021/22 and Medium Term Financial Strategy 2021/22-2023/24

The Forum received a report of the Director of Finance which set out the draft revenue budget for 2021/22 and draft Medium-Term Financial Strategy (MTFS) for 2021/22 to 2023/24. The budget and MTFS would be submitted to Cabinet in February 2021 for final approval and recommendation to Council.

The Director of Finance introduced the budget report and explained that it had been challenging to produce due to uncertainties and as the Council had only received a one year, rather than three year, settlement. The draft budget had been prepared prior to the Council receiving its indicative settlement from the government. The report also advised the Forum that there was a proposed increase in Council Tax of 4.99% and the Director explained that Reserves of £6 million had been used to 'plug' the budget gap. She reassured Members that this figure would reduce to approximately £1 million when the final budget was reported to Cabinet in February 2021.

In response to a Member's question, the Director of Finance confirmed that 3% of the 4.99% increase in Council Tax was the Adult Social Care precept and that the Adults directorate was forecasting £6.3 million of pressures in

2021/22. In terms of the remaining 1.99%, the Director advised that the largest areas of growth were in Children Services placement costs and in the Community Directorate in terms of waste services. She advised that the underspend on the costs of Freedom Passes could be transferred into front line services for growth. The Portfolio Holder for Finance and Resources added that there were some priority areas, a whole programme of transformation as well as a focus on equalities work and the London Living Wage.

A Member questioned whether there was any likelihood that the Council would be considering cuts in services and the Portfolio Holder for Finance and Resources confirmed that there were no proposed cuts to front line services in the budget. He added that the Council was awaiting financial certainty for the future and that if the position remained the same at the end of the next financial year some cuts were to be expected as there was a limit to what services the Council could offer within the financial constraints it was under. The Council did not want to be in the position of serving a Section 114 notice.

A representative of Unison stated that he wished to repeat the question that he asked last year in that there was a rumour circulating at the Depot site that the Administration was considering outsourcing some services, including waste and gardening. The Portfolio Holder advised that the Council was investing in the Depot site and that he was keen to insource services where possible and wished to strengthen internal teams but added that some services would always be contracted out. He confirmed that there had been no discussion in terms of outsourcing waste and gardening services and this was endorsed by the Corporate Director of Community. The Corporate Director added that the Corporate Strategic Board were immensely proud of the work being undertaken by Depot staff, particularly during the ongoing pandemic, and was committed to strengthening the in-house service. He offered to discuss this issue with any members of staff that had concerns.

RESOLVED: That the report be noted and the comments made by the Forum be referred to Cabinet for consideration.

60. **Annual Health and Safety Report**

Further to the statement made by Unison, Members indicated that it was important that they had sight of health and safety issues but expressed concern that there might be implications in having a discussion on the reports. In response to a Member's question, the Proper Officer advised that it was a matter for Unison to determine whether they wished to take part in the discussion but that, as there were other Unions in attendance, debate could take place if the Panel were so minded.

Members commented that they were happy to meet with the union colleagues but that given the referral to the police, acknowledged that the reports could not be discussed informally. It appeared that the reports had not been discussed at the Health and Safety Forum and officers would need to respond to any inquiry on this matter. The consensus was that it was hoped that the matter could be resolved informally.

Following the discussion, Members indicated that without details of the alleged fraud and therefore the implications/ potential consequences for the Council, discussion on the health and safety items could not take place.

RESOLVED: That the consideration of the report be deferred.

61.   Health and Safety Board Update

RESOLVED: That the consideration of the report be deferred.

62.   Employees' Side Report

RESOLVED: That the consideration of the report be deferred.

(Note: The meeting, having commenced at 5.03 pm, closed at 5.50 pm).

(Signed) Davis Searles
Chair

Report for: **Employees' Consultative Forum**

Date of Meeting:	10 November 2021
Subject:	Race Equality in Harrow Council
Key Decision:	No
Responsible Officer:	Sean Harriss, Chief Executive
Portfolio Holder:	Councillor Krishna Suresh, Portfolio Holder for Equalities and Public Health
Exempt:	No
Decision subject to Call-in:	No
Wards affected:	All
Enclosures:	Appendix A – Race Equality in Harrow Council
Appendix B – Zero Tolerance Statement
Appendix C – Race Equality in Harrow Council Equality Impact Assessment
Appendix D – Q2 Corporate Risk Register 2021-22

Section 1 – Summary and Recommendations

The Race Equality in Harrow Council report sets out the council's strategic vision for race equality (see Appendix A). The report launches a series of new corporate objectives designed to ensure that the council's policies and practices are fair and equitable for all staff in the workplace, beginning with a focus on race and ethnicity.

Recommendations:

ECF is requested to:

1. Note the council's strategic approach on race equality in Harrow and the Race Equality Action Plan at Appendix A and to receive annual updates on the progress following the formal launch of the Action Plan.
2. Note the Zero Tolerance Statement attached at Appendix B

Reason: (for recommendations)

In light of the murder of George Floyd, the Black Lives Matter protests, and the disproportionate impact of Covid-19 on those from Black, Asian, and Multi- Ethnic backgrounds, the council recognised the need to do more to improve the experiences and outcomes for staff. This report sets out the council's ambitions on race equality in Harrow council and responds to the recommendations set out in the Independent Race Review conducted by Professor Patrick Vernon in April 2021.

Section 2 – Report

Introductory paragraph

The report sets out the council's strategic vision around race equality, launching a series of new corporate objectives for the organisation, which will ensure our policies and practices are fair and equitable for all staff in order to promote a workforce that is inclusive and accessible for everyone.

Over the past year, the council has examined its role as an employer, actively engaging with staff to understand their experiences and the challenges they face and looked closely at our workforce data to examine gaps, bottlenecks and glass ceilings in the organisations. This evidence has given the organisation ground-breaking insight, which for the first time, has helped shape a strategy around race equality that is rooted in evidence and produced in collaboration with staff.

While this report focuses primarily on race and ethnicity, the strategic approach that has been undertaken acts as a framework that will underpin the council's forthcoming *Equality, Diversity and Inclusion Strategy*, which will be produced early next year.

Options considered

Following the murder of George Floyd, the Black Lives Matter protests, and the disproportionate impact of Covid-19 on those from Black, Asian, and Multi-Ethnic backgrounds, the council recognised that it could do more to improve the experiences and outcomes for our staff.

Furthermore, analysis of the council's workforce data shows that the council's Black, Asian and Multi-Ethnic staff do not fairly represent Harrow's resident population and there is a visible lack of leadership diversity within some parts of the organisation, especially in leadership, management and senior tiers of the organisation. Additionally, Black, Asian, and Multi-Ethnic staff generally concentrated in lower grades.

In addition to this, findings from the Independent Race Review undertaken by Professor Patrick Vernon in April 2021 and the Race Survey conducted by FW Business show a significant amount of concerns from staff around the following key themes:

- Psychological safety
- Racism in the workplace
- Challenges with management behaviour
- Lack of career opportunities for Black, Asian and Multi-Ethnic staff
- Impact of racism on health and well-being
- Race and sexism
- Institutional and structural racism.

A number of recommendations were made as a result of the Independent Race Review. The report responds to these recommendations and sets out the council's strategic vision around race equality, launching a series of new corporate objectives for the organisation for Black, Asian and Multi-ethnic staff and will form the framework that underpins our wider strategic work on equality, diversity, and inclusion.

Doing nothing would result in increasing staff dissatisfaction and potential Employee Relations / Industrial Relations conflict e.g. grievance and tribunal claims and resource pressures if we fail to attract, develop, and retain talented people due to inequality in recruitment and the workplace.

Background

Harrow is one of the most ethnically and religiously diverse boroughs in the country, with many people of different backgrounds and life experiences living side by side. However, in light of the murder of George Floyd, the Black Lives Matter protests, and the disproportionate impact of Covid-19 on those from Black, Asian, and Multi- Ethnic backgrounds, we have recognised that the council can do more to improve the experiences and outcomes for our staff.

Over the past twelve months, the council has been reviewing the approach taken towards equality, diversity, and inclusion to develop one that truly reflects the needs and ambitions of our staff. Work on race equality has been underpinned by the strategic principles that guide the council's corporate work on equality, diversity, and inclusion.

To ensure this work has the integrity that it needs, the council undertook an exercise in collating qualitative data to understand the challenges faced by staff in the workplace. In doing so, we commissioned an Independent Race Review by Professor Patrick Vernon in September 2020 (see background papers), who conducted a series of face-to-face interviews and focus groups with staff employed by Harrow Council, including senior management and operational staff and other stakeholders including temporary staff and contractors.

The council also commissioned an independent Staff Survey on Race, which was externally conducted by Karl Murray of FW Business in December 2020 (this forms part of the Race Review, which can be found in the background

papers). This survey sought to capture both qualitative and quantitative information on staff experiences and practices and gave insight into the challenges that staff faced daily, as well as improvements they would like to see.

Quantitative research involved analysing the council's most recent workforce data and developing a new ethnicity pay report; both of these reports have given greater insight into the profile of staff, including trends, gaps and bottlenecks within pay bands, which have been critical in helping create objectives that are realistic, tangible and stretching.

Current situation

Following the publication of the Independent Race Review in April, over 230 staff were engaged with to undertake a process of co-production, to design the approach to tackling racial inequality in Harrow and as a result, producing the council's first ever, Race Equality Action Plan.

Because one size does not fit all, ongoing discussions are also taking place with directorates to ensure this strategic plan is deliverable. The Equality, Diversity and Inclusion Team are working with directorates to develop ambitious, directorate level actions and targets that will feed into the council's overarching strategic objectives.

Why a change is needed

Following the murder of George Floyd, the Black Lives Matter protests, and the disproportionate impact of Covid-19 on those from Black, Asian, and Multi-Ethnic backgrounds, the council has recognised that it can do more to improve the experiences and outcomes for our staff.

According to the council's most recent ethnicity pay data (which can be found in the background papers), the council's Black, Asian and Multi-Ethnic staff do not fairly represent Harrow's resident population. Although Harrow Council is a diverse employer, the lack of leadership diversity within some parts of the organisation is visible, with a lack of representation in leadership, management and senior tiers within the organisation, and a bottle neck between junior and managerial grades with Black, Asian, and Multi-Ethnic staff generally concentrated in lower grades.

In terms of staff experiences of race, the Independent Race Review led by Professor Patrick Vernon and the Race Survey undertaken by FW Business, showed that 74% of staff had either experienced or witnessed racism in some form within the council. The survey showed that 64% of staff could not definitively say that the council was not structurally racist, compared to 59% of staff who could not definitively say that the council was not institutionally racist. One of the key findings of the Review was the psychological trauma felt by staff affected by bullying and harassment. Crucially, in terms of training and development, 56% of staff were keen to gain relevant experience, 51% wanted access to opportunities, and 44% welcomed the idea of having a training needs analysis and action plan.

This report proposes a series of strategic solutions in response to these findings, and more critically to the recommendations from the Race Review, which centre around:

- Creating safe spaces
- Changing the organisation's culture and behaviour through leadership, training, and development
- Recruitment and Retention.

Ward Councillors' comments

As this proposal affects all wards, Ward Councillors' comments were not sought.

Performance Issues

The Race Equality Action Plan will have a positive impact on the council's priority, *tackling racial disproportionality, inequality and disadvantage.* A new series of objectives are being launched that will feed into the council's Balanced Scorecard.

Environmental Implications

There are no environmental implications.

Data Protection Implications

There are no data protection implications.

Risk Management Implications

The Race Equality Action Plan aims to improve the culture and create a fairer and inclusive organisation which is able to fully develop and realise the potential of the whole workforce. Significant progress has already been made in the development of the Race Equality Action Plan to implement the outcomes of the Independent Race Review conducted by Professor Patrick Vernon the issues must also be fully addressed as well as recognised and this factor maintains the risk at an amber level below which could result in:

(a) continuing issues of inequality for staff
(b) result in increasing staff dissatisfaction and potential Employee Relations / Industrial Relations conflict e.g. grievance and tribunal claims
(c) resource pressures if we fail to attract, develop and retain talented people due to inequalities in recruitment and the workplace.

Risks included on corporate or directorate risk register? **Yes**

Separate risk register in place? **No**

The relevant risks contained in the register are attached/summarised below. **Yes**

The following key risks should be taken into account when agreeing the recommendations in this report:

Risk Description	Mitigations	RAG Status at Q2
Systemic issues of inequality and disproportionality experienced by Black, Asian and Multi-ethnic staff are not recognised and addressed by the Council	Mitigations In-Place • Please see full range of mitigations already in-place as outlined at Appendix D Mitigations In-Progress • Fully Implement recommendations of the Independent Race Review by Patrick Vernon (by April 22) • Report to Cabinet on implementation of the Vernon Report (by Oct 21)	Amber

Legal Implications

No legal implications arise as a result of this report and action plan.

Financial Implications

The 2021/22 budget invested £100k into Equalities, Diversity, and Inclusion to create a specialist EDI function that has been developing a new strategic approach. The EDI team will work collaboratively with other teams in HROD and across directorates to deliver some of the new initiatives planned on race equality.

A further one-off reserve of £250k has been earmarked for supplementary activity to take forward this agenda.

Equalities implications / Public Sector Equality Duty

Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that Cabinet has regard to the statutory grounds in the light of all available material such as consultation responses from staff. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

A public authority must, in the exercise of its functions, have due regard to the need to:

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
(c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
(a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
(b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
(c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
(a) Tackle prejudice, and
(b) Promote understanding.
Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

The relevant protected characteristics are:
☐ Age
☐ Disability
☐ Gender reassignment
☐ Pregnancy and maternity
☐ Race
☐ Religion or belief
☐ Sex
☐ Sexual orientation
☐ Marriage and Civil partnership

The council recognises that the journey to eradicate discrimination against all protected groups must start somewhere, and one size does not fit all. Therefore, we are taking a phased approach towards making the council a truly inclusive employer, to promote a workforce that is inclusive and accessible for everyone, regardless of their background.

Following the murder of George Floyd, the Black Lives Matter protests, and the disproportionate impact of Covid-19 on those from Black, Asian, and Multi-Ethnic backgrounds, the council recognised that it could do more to improve the experiences and outcomes for our staff.

Furthermore, data has shown that the council's Black, Asian and Multi-Ethnic staff do not fairly represent Harrow's resident population and there is a visible lack of leadership diversity within some parts of the organisation, especially in leadership, management and senior tiers of the organisation. Additionally, Black, Asian, and Multi-Ethnic staff generally concentrated in lower grades.

The report sets out the council's strategic vision around race equality, launching a series of new corporate objectives for the organisation for Black, Asian and Multi-ethnic staff and will form the framework that underpins our wider strategic work on equality, diversity, and inclusion.

Based on the data available it is not anticipated that the Race Equality Action Plan will have a negative impact on council staff, or result in any direct or indirect discrimination of any group that shares protected characteristics. Instead, it is expected that the strategic approach undertaken as part of the Race Equality Action Plan will have a positive ripple impact on all other protected groups.

The council has integrated questions around equality, diversity and inclusion in our forthcoming Pulse Survey and expects to add similar questions in the Annual Staff Survey to capture the experiences of staff from all backgrounds. The evidence will help to shape and inform work around equality, diversity and inclusion more broadly going forward.

An Equality Impact Assessment is attached at C.

Council Priorities

1. **Tackling poverty and inequality**

Section 3 - Statutory Officer Clearance

Statutory Officer: Dawn Calvert
Signed by the Chief Financial Officer

Date: 29/10/21

Statutory Officer: Jessica Farmer
Signed on behalf of the Monitoring Officer

Date: 02/11/21

Chief Officer: Sean Harriss

Date: 21/10/21

Head of Procurement: Nimesh Mehta
by the Head of Procurement

Date: 29/10/21

Mandatory Checks

Ward Councillors notified: YES

EqIA carried out: YES

EqIA cleared by: Shumailla Dar, Head of Equality, Diversity and Inclusion

Section 4 - Contact Details and Background Papers

Contact: Shumailla Dar, Head of Equality, Diversity and Inclusion,
shumailla.dar@harrow.gov.uk
Tel: 07874891502

Background Papers:

1. Independent Race Report
2. Pay gap data

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Race Equality in Harrow Council
An Action Plan for change
October 2021

Contents

1. Foreword by the Chief Executive, Leader of the Council and Portfolio Holder

2. Executive Summary

3. Context

4. The Council's Response to the Independent Race Review

5. Corporate Objectives on Race Equality

6. Next Steps

7. Glossary of Terms

8. Annex A: Race Report Recommendations – The progress we have made

9. Annex B: Race Equality Action Plan

1. Foreword

Last year, following the brutal murder of George Floyd, I set out my vision to develop a strategic approach around equality, diversity, and inclusion. This centred around three corporate equality objectives; to address inequality in life outcomes; reviewing how we deliver our services and taking action as an employer to create a diverse workforce.

We recognise that we had an ambitious task ahead of us, but as an organisation, we knew that our success depended on the people who work here. The diversity of Harrow has meant that what has taken place in the global arena around the Black Lives Matter movement has led to a relentless drive to address issues of deep-rooted inequality that have been faced by our Black, Asian and Multi-ethnic staff. It is for this reason that we made the decision to adopt a phased approach, by understanding the needs of all staff as individuals, rather than homogenous groups, to build a workplace that is both inclusive and equitable. Our aim is to ensure that Harrow is a place where staff feel safe and can bring their whole selves to work.

Over the past twelve months, the Council has embarked on a radical journey of organisational change; to move towards racial equity, cultural competency and to rebuild trust between the council and its staff. I am therefore pleased to launch our first ever race equality Action Plan, *Race Equality in Harrow Council*. This report presents our findings on the work that we have undertaken over the past year, including our response to the Independent Race Review conducted by Professor Patrick Vernon and FW Business published earlier this year.

The work that has been undertaken is underpinned by evidence and insight from a wide range of sources, which has included working with our Black, Asian and Multi-ethnic staff who took the brave step of sharing their stories despite the many personal challenges they face. I would like to thank all staff for taking part in this process and in particular the leadership team of the Black Lives Matter Staff Group for acting as critical friends during this process, by providing challenge and insight throughout. This has led to a strategic approach that is built on collaboration, understanding and mutual trust.

Our work on race equality acts as a blueprint for our future work on equality, diversity and inclusion more broadly, which aims to create a workforce that not only invites diverse talent through a range of skills and experiences, but also builds a workforce that truly represents the community that it serves through the people that we recruit and nurture.

I would like to take this opportunity to thank Professor Patrick Vernon and Karl Murray for creating a safe space for our staff to share their experiences and for their unwavering support of the leadership team to develop an approach on race equality with objectivity and sensitivity.

Our approach puts us at the forefront of race equality in local government and though I am proud to have been part of this journey of change, I am also acutely aware that leading on equality, diversity and inclusion should not merely be expected from one person or team. This is why, together with the Corporate Strategic Board, I am making

a clear commitment to ensuring that our new approach is sustainable and long lasting, and one that puts equality, diversity and inclusion at the heart of everything that we do.

Sean Harriss
Chief Executive

Statement by the Leader of the Council

I am very pleased to present the Race Equality in Harrow Council Action Plan, which sets out our commitment towards leading long term, positive change to eliminate racial discrimination and promote race equality in the workplace. This pioneering work paves the way in making Harrow a fair, inclusive and safe place for all those who work and live here. Our staff are critical to ensuring that the services we deliver are accessible and equitable for all our residents and service users. Therefore, our work around equality, diversity and inclusion begins with addressing some of the challenges staff face within the workplace and equipping them with the tools they need to deliver services in a culturally sensitive way.

I take great pride in knowing that the approach taken by Harrow on tackling racial inequality is both evidence-led and reflective. Although our workforce is highly diverse, there remains a distinct lack of representation across all levels of the organisation. This plan connects the recommendations from the Independent Race Review, undertaken by Professor Patrick Vernon to new objectives that will help us create a fully inclusive organisation. This plan sets out bold targets, which has already involved significant investment into this agenda, and going forward this will also require a commitment from all staff to make sure we achieve what we have set out to do.

In taking this work forward, I would like to make a personal pledge to ensuring that all staff feel supported and empowered to make a full contribution in the workplace. However, this work cannot happen by one individual alone, and I look to all colleagues to help lead change in making sure that equality and diversity is at the centre of all our work and decision making across the council.

Councillor Graham Henson
Leader of the Council

Statement by the Portfolio Holder for Equality and Public Health

As the Portfolio Holder for Equality, Diversity and Inclusion and Public Health, I would like to welcome you to the Race Equality in Harrow Council Action Plan. Over the past year we have been working on an approach to tackling race equality that is rooted in understanding the needs of our staff in open and transparent way. We have worked with all parts of the organisation to recognise the multiple barriers that have been faced by Black, Asian and Multi-ethnic staff. This has led to a greater awareness of the key issues as well as collaborating with staff around how we can address some of the challenges they experience in the workplace.

I would like to thank my fellow colleagues from the Cross-Party Members Working Group on Black Lives Matter and Equality Diversity and Inclusion, which has provided

an opportunity for cross-party collaboration on this important agenda and has been an invaluable space for scrutiny and consultation throughout the process.

Working on issues such as race equality is not easy, and I recognise the complexities around creating an environment that enables staff to talk freely and openly about their experiences. I would therefore like to take this opportunity to thank all officers who have played an integral part of this process, having not only created a forum that is built on trust, but also upholding anonymity and confidentiality at all times.

I am confident that this plan provides the vision and framework for taking forward our work on race equality in a systematic way. I hope that all staff will take the time to reflect on their own personal journey on the race agenda and how they can show both allyship and solidarity with our Black, Asian and Multi-ethnic colleagues.

Councillor Krishna Suresh
Portfolio Holder for Equality and Public Health

2. Executive Summary

There has never been more urgency around addressing inequality, globally. In Harrow, our ambition is to make sure that our workforce is representative of the community we serve at all levels of the organisation. Our work around equality, diversity and inclusion is aimed at ensuring the needs of all staff are met, irrespective of their background. However, we know that each staff member will have their own unique experience of the workplace, based on who they are, and we recognise the importance of understanding the differences between identities as well as the role of intersectionality within this agenda.

Our strategic approach on equality, diversity and inclusion is rooted in the need to understand the issues of all staff in their own specific way, and in doing so, our work on this agenda begins with the pressing issue of the day; addressing racial inequality in the workplace. While this report focuses primarily on race and ethnicity, the strategic approach that we have taken acts as a framework that will underpin the council's forthcoming *Equality, Diversity and Inclusion Strategy*, which will be produced early next year.

This report sets out the council's strategic vision around race equality, launching a series of new corporate objectives for the organisation, which will ensure our policies and practices are fair and equitable for all staff in order to promote a workforce that is inclusive and accessible for everyone. Over the past year, we have examined our role as an employer, actively engaging with staff to understand their experiences and the challenges they face and looked closely at our workforce data to examine gaps, bottlenecks and glass ceilings in the organisations. This evidence has given us ground-breaking insight into our organisation, which for the first time, has helped us shape a strategy around race equality that is rooted in evidence and produced in collaboration with staff.

Our high-level approach centres around:

- Creating safe spaces
- Changing the organisation's culture and behaviour through leadership, training, and development
- Recruitment and Retention

In taking some of our work forward on race equality, the council has already made a number of key investments since last year, including:

- Appointing an Executive Sponsor for race – This is the Chief Executive
- Creation of a new Equality, Diversity and Inclusion (EDI) team to coordinate the EDI agenda
- Signing the Race at Work Charter as a clear commitment towards race equality
- Business in the Community Mentoring Programme for Black, Asian and multi-ethnic staff
- Creating a new Dignity at Work Policy, which is applicable to all staff
- Publishing a new Zero Tolerance Statement aimed at staff and all stakeholders
- Examining our pay gap data to strengthen our understanding of our workforce
- A new approach to recruitment which sees all posts initially advertised internally

- Publishing a Managers Guidance to help staff understand their role on this agenda
- A new mandatory EDI Training module will be launched in Autumn
- Work has begun on developing the new Talent Management Programme

But these achievements are only the start of the council's commitment towards building a culture of diversity and inclusivity, which not only reflects Harrow's local population, but ensures that all protected groups are taken along our ambitious journey to create an equal and equitable future for all our staff.

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Context

Harrow prides itself in being one of the most ethnically and religiously diverse boroughs in the country, with people of many different backgrounds and life experiences living side by side. However, in light of the tragic murder of George Floyd, the Black Lives Matter protests, and the disproportionate impact of Covid-19 on people from a Black, Asian and Multi-ethnic backgrounds, we recognised that the council could do more to enhance the experiences and outcomes for our staff.

3.1 Our approach

Over the past twelve months, the council has been reviewing the approach taken towards equality, diversity and inclusion to develop one that truly reflects the needs and ambitions of our staff. Our work on race equality has been underpinned by the strategic principles that guide our corporate work on equality, diversity, and inclusion, this involves:

- Evidence and insight
- Consultation and Partnership working
- Developing a strategic approach
- Communicating our strategic approach
- Development of an Action Plan
- Implementation

To ensure this work has the integrity that it needs, the council undertook an exercise in collating qualitative data to understand the challenges faced by staff in the workplace. In doing so, we commissioned an Independent Race Review by Professor Patrick Vernon in September 2020, who conducted a series of face-to-face interviews and focus groups with staff employed by Harrow Council, including senior management and operational staff and other stakeholders including temporary staff and contractors.

We also commissioned an independent Staff Survey on Race, which was externally conducted by Karl Murray of FW Business in December 2020. This survey sought to capture both qualitative and quantitative information on staff experiences and practices and gave us an insight into the challenges that staff faced daily, as well as improvements they would like to see.

Our quantitative research involved analysing our most recent workforce data and producing our first ever ethnicity pay gap report; both of these reports have given us greater insight into the profile of our staff, including trends, gaps and bottlenecks within pay bands, which have been critical in helping us create objectives that are realistic, tangible and stretching.

3.2 Findings from the Independent Race Review

The Race Review included evidence from over 100 members of staff who took part in face to face interviews and the 573 respondents who took part in the Staff Survey on Race. The Review made a series of recommendations, addressing key concerns identified with respect to race discrimination.

The Review was published internally in April 2021 and included a number of key findings, these included:

- Psychological safety
- Racism in the workplace
- Challenges with management behaviour
- Lack of career opportunities for Black, Asian and Multi-Ethnic staff
- Impact of racism on health and well-being
- Race and sexism
- Institutional and structural racism

The report made clear the council's need to move from an exclusive and passive organisation, to one that is a fully inclusive anti-racist multicultural organisation, within a transformed society. Recommendations centred around creating an environment where managers have the cultural competency to deal with issues around race, resulting in psychological safety, investing in our staff, and supporting progression.

These recommendations were broken down into five key themes:

1. Acknowledging and recognising the journey of 'righting the wrongs'
2. Changing the organisation's culture and behaviour through leadership, training and development
3. Recruitment and retention of staff
4. Creation of safe spaces for dialogues and understanding
5. Government and Accountability

The Race Report provided the council with a rich source of information about staff experiences and how we can move forward in becoming an anti- racist organisation. A full list of recommendations with the council's response against each recommendation can be found at Annex A.

3.3 Findings from our Workforce Profile

The most recent iteration of the council's Workforce Profile shows that around 43% of our workforce are white, compared to 25% that are Asian and 16% who are Black.

Ethnicity	Resident population	Workforce
White	37%	43%
Asian	44%	25%
Black	7%	16%
Multi-heritage	3%	3%

Figure 1. Harrow's staff profile compared to the resident population

It is clear, that currently the council's workforce does not fairly reflect our resident population.
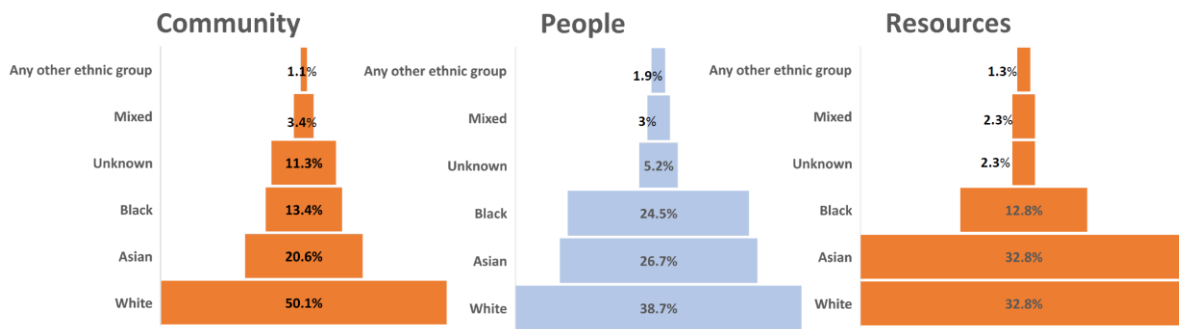
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Figure 2. A breakdown of ethnicity in each directorate

This information shows that the council still lacks the diversity that is needed across each service area to truly represent our residents and we recognise, that as an employer, we still have a lot of work to do, to attract more diverse local talent across all directorates.
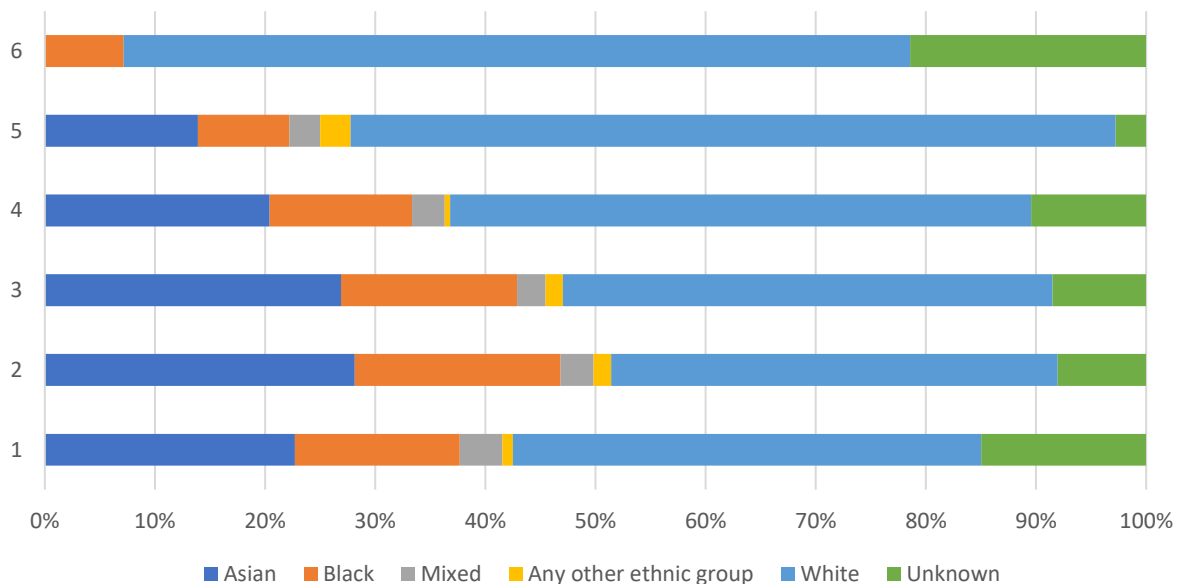

Figure 3. A breakdown of ethnic groups in pay bands in Harrow

Our current pay band data also shows that we currently have an overrepresentation of White staff in all pay bands. Our Asian staff are significantly underrepresented in all pay bands, and our Black staff are only slightly better represented in some areas.

In addition to this, we have been developing our first ever ethnicity pay gap data, which measures the difference between Black, Asian and Multi-Ethnic staff and white staff's average earnings and is expressed as a percentage of white staff's pay. We know that reducing our ethnicity pay gap will be challenging, but this key data has helped informed the council's thinking around creating realistic but stretching objectives for all parts of the organisation.

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3.4 Terminology used in this report

As part of this process, it was important to ensure that the correct language was used to describe the range of diversity within our staff community. Whilst the collective categorisation of ethnic groups can be useful – particularly around data collection and analysis – the use of "BAME" can be contentious and can serve to mask or shroud the impact, challenges and inequality experienced by certain ethnic groups. Following discussions with other London Councils, the council has chosen to stop using the term BAME to describe ethnic groups. This also includes Person of Colour (POC), which risks homogenising the lived experiences of our diverse communities and staff and would not be fair or representative terminology.

The council will instead adopt the term 'Black, Asian and Multi-Ethnic'; this should be spelt out and specified where it is used. The council encourages all staff to avoid homogenising ethnic groups and actively seek to understand and address the issues for respective ethnic groups, specifying as much as is possible.

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4 The Council's Response to the Independent Race Review

As part of developing the council's response to the recommendations of the Independent Race Review, we have undertaken a process of engagement with staff and key stakeholders to make sure that our approach is authentic and collaborative, putting the voice of staff at the centre. Our aim was to work across boundaries with respect and professionalism to ensure all staff had the opportunity to contribute towards this agenda, making sure that dialogue was transparent and constructive and able to build a way forward on this agenda.

The Race Review made a series of recommendations around **acknowledging and recognising the journey of 'righting the wrongs'**, and as such, the council accepts the findings from the Independent Race Review as part of this report. In doing so, the council makes a recommendation to formally recognise the experiences of our Black, Asian, and Multi-ethnic staff and accepts the historic wrongs that have taken place over the last few decades in Harrow. We know that these experiences include bullying, discrimination based on race and gender, and disadvantage for some council staff. As an organisation, we are making a clear and unequivocal commitment to addressing deep-rooted inequalities and doing all that we can to become an inclusive anti-racist organisation.

We also recognise that we need to have the resource and capacity to lead this work, which is why we invested in a new Equality, Diversity and Inclusion team in April to spearhead the EDI agenda. The team will be responsible for coordinating the council's work on equality, diversity and inclusion, in collaboration with the organisation, staff networks and the Trade Unions.

In responding to the recommendations on **recruitment and retention** of staff, we have begun a process to review some of our recruitment practices, including looking at more creative ways to ensure we are sourcing talent from a more diverse pool of candidates. We have also changed the way that we recruit, ensuring all posts are advertised internally first, where appropriate. In terms of recruitment panels, we are introducing mandatory equality training that all recruiting managers will need to go through before they take part in a panel interview.

Strategically, our work on race equality will be embedded in the organisation's corporate agenda on organisational change and features as an integral part of the people strategy, 'Great People, Great Culture', which sees a new transformational approach to workforce design and developing our most valuable asset, our staff. We expect that much of this work will feed into **changing the organisation's culture and behaviour through leadership, training and development**, by making a clear commitment to developing our staff across all levels of the organisation, through an array of new initiatives, which give staff access to opportunities within the organisation to learn and enhance new skills and develop their leadership.

In **creating safe spaces**, all staff will be expected to undergo mandatory EDI training, which will be launched in the Autumn. Our aim is for staff to recognise the biases and prejudices that they might operate from within, and in doing so, actively seek ways to become more inclusive, to nurture a culture of psychological safety. We are also exploring ways to create a new reporting mechanism, which will allow staff to raise

incidents of bullying, harassment, and racism anonymously via the council's intranet, The Hub and at the council's offices. These new tools will be managed and supported by the council's EDI team and is expected to give our senior leadership team, insight into the types of incidents that staff are dealing with.

In terms of our internal **governance and accountability processes**, we have made these clearer by launching a new Equality, Diversity and Inclusion Sub-Group which is a sub-group of the Corporate Strategic Board and is chaired by the Chief Executive. This group meets monthly to discuss all aspects of EDI, with a particular focus on race equality, more recently providing strategic direction and acting as a critical friend. The group is attended by representatives from CSB, Corporate Leadership Group, and the Chairs of all our staff networks.

Politically, we have cross-party engagement on this agenda, with the establishment of a new Cross-Party Member's Working Group on Black Lives Matter and Equality, Diversity and Inclusion. This group is chaired by the Portfolio Holder for Equality and is made up of members from both political parties. The group is intended to provide scrutiny and guidance to our overarching work on EDI.

The council's strategic objectives on race equality will eventually form part of our Corporate Plan and will be reported to the Corporate Strategic Board (CSB) on a quarterly basis as part of our usual HROD reporting mechanisms.

Finally, the council commits to undertaking an independent review of our progress against each of the recommendations from the Race Review in twelve months' time, which will include a follow-up survey to measure the progress that we have made.

A full list of recommendations and our progress against them can be found at Annex A.

5 Corporate Objectives on Race Equality

Following the publication of the Independent Race Review, we conducted a series of online Focus Groups with staff to further understand how we could respond to the recommendations, in order to create a set of robust strategic objectives for the organisation. Over 230 staff members participated in these sessions from all levels of the organisation; this also included hosting a session for staff based at Forward Drive. The council's corporate objectives on race equality have been informed by the consultation we have undertaken with staff, Staff Networks, the Cross-party Members Working Group for Black Lives Matter and Equality, Diversity and Inclusion and the Trade Unions.

Each objective has a clear mandate around how it will be achieved and the measure of success; this has been formed in a Race Equality Action Plan, which can be found at Annex B.

Creating safe spaces

1. To develop an inclusive culture of dignity at work for all and zero tolerance of racism and discriminatory practices.

2. To create a culture of openness and inclusivity by continuing to listen to our Black, Asian and Multi-ethnic staff on an ongoing basis and learning from their experiences in the workplace.

3. Senior leaders to cultivate an environment of psychological safety for all staff within the organisation, directorates, divisions, teams and on a one-to-one basis through personal interactions.

Changing the organisation's culture and behaviour through leadership, training and development

1. Senior leader sponsorship of our Black, Asian and Multi-ethnic staff with the aim of increasing representation at senior levels of the organisation through a number of avenues, such as shadowing, mentoring, access to opportunities, career coaching.

2. Each directorate to create their own clearly defined pathways for Black, Asian and Multi-ethnic staff by exploring opportunities for them to gain exposure to broad areas of work that contribute towards their career development.

3. Targeted training and development programme for staff from Black, Asian and Multi-ethnic backgrounds to progress from junior to middle management grades.

Recruitment and retention

1. The top 5% of our staff to be representative of our overall resident population by 2025.

2. Each Directorate to review the number of Black, Asian and Multi-ethnic staff within their services areas and take steps to adequately represent the community that we serve at all levels.

3. Transparency in the recruitment process across the organisation by providing sufficient training for staff before they undertake a recruitment exercise in order to tackle bias throughout the process and to ensure fairness.

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6 Next steps

This report is the first step in creating radical change in the council and over the next few months we will be launching a range of new initiatives that will support the delivery of these objectives. This work will be coordinated by the EDI Team in collaboration with colleagues from HROD, who will be involved in launching some of the new initiatives we have planned.

In taking this work forward we have already made a number of investments that have been outlined earlier in this report. However, we know that there is still more to do, to ensure that we are a workforce that truly puts race equality at its heart. Following the launch of this report, our first task will be to bring this report to all service areas through a series of mini roadshows at Divisional meetings. These sessions will be presented in collaboration with the EDI and HROD teams and will give more detail about some of the new policies we are introducing, expectations, and how staff can play a part.

A significant part of delivering this agenda will be devolved to Directorates, who will be responsible for establishing a series of tangible actions and measures within service areas to contribute towards achieving our corporate objectives. We will be looking for Directorate Champions to work alongside the EDI Team to monitor the progress of the Directorate Action Plans. Contributing to this will be individual personal staff objectives relating to equality, diversity, and inclusion more widely.

Finally, a further recommendation within the review was to undertake a similar review in the community with our residents. We will look to integrate such an approach as part of the further work to develop the Borough Plan.

This is an ambitious plan, but one that we recognise is well overdue. We look forward to working with all staff to implement our strategic commitment to equality, diversity and inclusion over the coming months.

7   Glossary of Terms

Biases - *Inclination or prejudice for or against one person or group, especially in a way considered to be unfair*

Bottlenecks – *A problem that delays progress*

Bullying - *Seek to harm, intimidate, or coerce (someone perceived as vulnerable)*

Disability - *A physical or a mental condition which has a substantial and long-term impact on your ability to do normal day to day activities*

Discrimination - *Treating a person unfairly because of who they are*

ER – *Employee Relations*

EIA – *Equality Impact Assessment*

EDI – *Equality, Diversity and Inclusion*

Harassment - *To subject (another) to hostile or prejudicial remarks*

Homogenising - *Make uniform or similar*

HROD – *Human Resources Organisational Development*

Institutional racism - *Also known as systemic racism, is a form of racism that is embedded through laws and regulations within society or an organization*

Likert scales - *A unidimensional scale that researchers use to collect respondents' attitudes and opinions*

Microaggression – *Indirect, subtle, or unintentional discrimination against members of a marginalized group*

Multicultural - *Relating to or containing several cultural or ethnic groups within a society*

Nomenclature - *The devising or choosing of names for things*

OD – *Organisational Development*

Prejudices - *Preconceived opinion that is not based on reason or actual experience*

Qualitative - *Relating to, measuring, or measured by the quality of something rather than its quantity*

Quantitative - *Relating to, measuring, or measured by the quantity of something rather than its quality*

Racial - *On the grounds of or connected with difference in race or ethnicity*

Racism - *Prejudice, discrimination, or antagonism by an individual, community, or institution against a person or people on the basis of their membership of a particular racial or ethnic group, typically one that is a minority or marginalised*

Sexism - *Prejudice, stereotyping, or discrimination, typically against women, on the basis of sex*

Structural racism - A *system in which public policies, institutional practices, cultural representations, and other norms work in various, often reinforcing ways to perpetuate racial group inequity.*

Systemic *- Relating to a system, especially as opposed to a particular part*

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8 Annex A: Race Report Recommendations – The progress we have made

Acknowledging and recognising the journey of 'righting the wrongs' through:

Recommendation	What have we done?	Who	When
1. Formal acknowledgment and apology of current and past treatment of Black, Asian, and Minority Ethnic staff with special reference to staff of African, African Caribbean heritage who have experienced high levels of bullying and discrimination based on their race and gender;	This report forms part of our acknowledgement on the historic wrongs experienced by our Black, Asian and Multi-ethnic staff. This will be communicated to staff following the approval of this report by Cabinet.	Chief Executive Leader of the Council	November 2021
2. Formal response by Chief Executive to the report findings and recommendations by way of feedback to inform staff;	We undertook a special staff briefing in April 2021 when publishing the Race Review and its recommendations internally to all staff.	Chief Executive Patrick Vernon	April 2021
3. Statement and acknowledgment by the Leader and Cabinet with support of Full Council on its commitment to becoming an anti-racist organisation;	This report acts as a formal statement acknowledging our commitment to becoming an anti-racist organisation. This report has Cabinet and cross-party support from all Members.	Leader of the Council	November 2021
4. Adoption of the guiding principles of 'righting the wrongs' and development of a working definition of institutional racism in the implementation of the	We have conducted a series of focus groups with staff to understand the guiding principles upon	EDI Team	May-June 2021

recommendations in partnership with staff networks and trade unions;	which our corporate objectives on race equality should be based.		
5. The staff feedback/responses used to shape future work around the development of Borough plan, response to COVID-19 and of the Council's commitment to becoming an anti-racist organisation working with local stakeholders and partners (e.g., developing a process of co-production working with trade unions, BLM Staff Network, Make A Difference Network, and other relevant internal stakeholders);	The EDI team has undertaken a series of focus groups with staff, consulted with Trade Unions and Staff Networks when formulating a response to the Race Review.	EDI Team	May-June 2021
6. Recognition that a commitment for significant investment in staff development and HR and OD function to address historical inequalities.	We have invested in a new EDI team to take forward our wider work on equality, diversity and inclusion that will work closely with all HROD colleagues to address historic inequalities.	EDI Team HROD	April 2021
7. A similar process or review with Harrow residents, community organisations, faith groups and businesses exploring the issues around racism, discrimination and inequalities and their relationship with the council.	This work will be integrated as part of our wider work on delivering the Borough Plan, early next year.	Policy Team EDI Team	February 2022

Recruitment and retention of staff through:

Recommendation	What/How	Who	When
1. Reviewing the current recruitment practice, which should cover temporary, contract and interim management agencies, and the wider relationships with agencies, especially Pertemps the recruitment agency, with regards the regularisation of the status of staff who have worked for the council for more than 12 months;	We are conducted a review of our current recruitment practices and have begun by ensuring all posts are advertised internally in the first instance to give our staff a fair chance. We are also reviewing the number of temporary staff we have and exploring options around their current status.	Resources Team	April 2021 – March 2022
2. Ensure that all recruitment for MG grade and above include a BAME staff, or external adviser to be on all panels (i.e. that the panel have mandatory unconscious bias training and full declaration of interest of relationship or affiliation as part of the recruitment process);	We are currently working with a supplier to deliver equality training that all recruiting managers will need to attend before being part of a recruitment panel, this will be launched in later this year.	Resources Team L&D Team	December 2021
3. Undertaking EIA for any proposed restructuring to ensure that the workforce reflected the diversity and demographics of Harrow Council.	The EDI team are currently working with our L&D and ER team to launch training for managers on how to complete an Equality Impact Assessment. A	EDI Team L&D Team ER Team	December 2021

	manager's checklist is currently being prepared.		
4. The council to develop 'growing your own' programme of supporting BAME staff around secondment, apprenticeship, mentoring and acting up opportunities.	Some members of staff have already taken part in the Business in the Community Mentoring programme and we are currently reviewing feedback from this with a view to launching the second tranche later this year. We have also begun designing our own Talent Management programme, which we expect to be launched in the late Autumn.	EDI Team L&D Team	September – December 2021
5. The council to develop aspirational targets to ensure that BAME staff are recruited to senior management roles.	This report sets out our corporate strategic objectives on race equality and our next step will be to work with all directorates to establish realistic aspirational targets that support and challenge the council.	EDI Team All Directorates	July – November 2021
6. The council to undertake Ethnicity Pay Gap Review to address historical inequalities around staff grading and the impact of the glass ceiling particularly on G grade roles.	We have produced our first ever ethnicity pay gap data, which has helped to inform our corporate objectives on race equality as well as more detailed	BIU Team EDI Team	July 2021

	analysis at a directorate and service level.		

Changing the organisation's culture and behaviour through leadership, training and development through:

Recommendation	What/How	Who	When
1. Reviewing Council code of conduct, behaviours and standards.	We have produced a Dignity at Work Policy, which makes the standards, behaviours and conduct that is expected from all staff. This is currently being consulted on with the staff networks, Trade Unions and our legal team. We have also produced a Zero Tolerance statement which sets out our approach as an employer and with our stakeholders, partners, and residents where they interact with services provided by the council.	ER Team EDI Team	July 2021 – October 2021
2. Ensure the '*Great People Organisational Development Strategy*' embed the recommendations and feedback from this report and develop a process of co-production with staff, staff	These recommendations will be built into the OD strategy. The OD Team were involved in all focus groups conducted by the EDI team and have played	OD Team EDI Team	May 2021 – March 2022

networks and trade unions to tackle the current state of the culture in the organisation.	an important part of the co-production journey with staff.		
3. Ongoing implementation and commitment to Race at Work Charter.	We have signed up to the Race at Work Charter and are making good progress against meeting all of the standards of this Charter.	HROD	September 2020 - Ongoing
4. Development of leadership, coaching and mentoring programmes targeting staff at 'G' grade.	Some members of staff have already taken part in the BITC Mentoring programme and we are currently reviewing feedback from this with a view to launching the second tranche later this year. We are now seeking to introduce a new programme to develop our Black, Asian and Multi-ethnic staff through the 'Black on Board' programme, which seeks to develop future leaders. The council have invested in a new software package called 'MyMentor'. This is a council wide scheme with the participation of up	L&D Team EDI Team	December 2020 – December 2021

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	to 21 London Councils. This will allow mentees to pair up with mentors based on specific criteria including the protected characteristics, using the database. It is hoped that relevant data can be pulled to track opportunity and career development of Black, Asian and Multi-ethnic staff.		
5. Development of secondments and shadowing programmes.	We are considering a new programme of 'Summer Secondments' and how temporary project assignments can help staff develop their skills, much of this will be explored through our work on the Great People, Great Culture Strategy.	EDI Team OD Team	November 2021 – June 2022
6. Urgent review across all directorates the implementation and impact of support and supervision and appraisal systems around staff development.	All staff will be expected to have some form of EDI objective as part of their appraisal system in order to meet our corporate objectives on race equality. This also forms part of our wider programme of work, Great People, Great Culture.	OD Team	October – December 2021

7. Development of a formal support network and mentoring of international staff;	Our mentoring programme will be open to all staff and will support international staff. Additionally, we are exploring ways in which our existing forums, including staff networks can better support the needs of our international staff.	EDI Team L&D Team	December 2021
8. Development of mandatory anti-racism training for all staff and Councillors, including focus on cultural bias, white privilege etc.	New mandatory EDI training will be launched in the Autumn, this will include online, face to face, and in-teams training. All staff will be expected to undertake this training. We are reviewing Member training and how best EDI training can be integrated into our current training package for members.	L&D Team EDI Team	October 2021
9. Providing commensurate budget and resources to the development of interventions as part of a wider programme of culture and policy change across the organisation for short to long term actions around equality, diversity and inclusion.	We have invested in a new EDI team which is responsible for spearheading our wider programme of cultural and policy change around equality, diversity and inclusion.	Chief Executive CSB	April 2021

Creation of safe spaces for dialogues and understanding:

Recommendation	What/How	Who	When
1. Support the ongoing development of the BLM Staff Group as part of the wider MADG approach (e.g. the Ethnicity Network Group).	The EDI Team are working closely with the staff networks to provide support and guidance where necessary.	EDI Team	Ongoing
2. Development of an independent reporting mechanism for staff to raise concerns regarding their treatment.	We are exploring options around to launch a new anonymous reporting mechanisms for staff, both online and in person through the EDI Team to report issues for staff to raise concerns regarding their treatment, including whistleblowing and bullying in a confidential way.	EDI Team	December 2021
3. A defined role within the wider scrutiny and accountability framework of the council for the BLM Staff Group and Make A Difference Staff Network and trade unions;	Staff networks now form part of the corporate EDI sub-group, which is chaired by the Chief Executive. This group acts as a sounding board and critical friend for all our work on equality, diversity and inclusion.	CSB	July 2021 - Ongoing
4. Facilitating and engaging all staff, particularly middle and senior management, in critical conversations	We are planning on undertaking Truth and Reconciliation meetings, which will be facilitated by	EDI Team Patrick Vernon	December 2021

of power, privilege and abuse in organisations.	Patrick Vernon later this year.		

Governance and accountability through:

Recommendation	What/How	Who	When
1. Review the strategic positioning and governance structures of the delivery of the race equality agenda within the wider work on equality, diversity and inclusion.	A new EDI team has been created which now sits within HROD. The team will be taking forward the work on the race and wider equality agenda.	CSB HROD	April 2021
2. Strategic consideration where the policy and corporate strategy on 'righting the wrongs' and the wider EDI agenda is located to create the 'engine for change' and strong leadership on this agenda which needs to be aligned with HR and OD Division.	EDI subgroup was created with the purpose of ensuring the council fulfils its commitment to 'righting the wrongs' and ensuring the that the EDI agenda an important part of the internal strategy of the local authority.	CSB EDI Sub-group	July 2021 - Ongoing
3. Transparent process of scrutiny and accountability of senior politician across all political parties in conjunction with the executive team and external stakeholders to create the culture and environment for change.	A new Cross-party Members Working Group has been established, which is chaired by the Portfolio Holder for Equality, Diversity and Inclusion, and serves the purpose of oversight and ongoing scrutiny of our work on equality, diversity and inclusion.	Cross-party Members Working Group	December 2020 - Ongoing

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4. Undertake an independent review of the council's progress in the implementation of the recommendations against an agreed Action Plan owned by CSB within the next 6 to 12 months from this report, including consideration of a follow-up survey within 18 to 24mths.	We will be undertaking a further review in 12 months' time to monitor the progress against this race review.	CSB EDI Team	September 2022 – December 2022

9. Annex B: Race Equality Action Plan

Creation of safe spaces		
Objective	**We will do this by**	**We will measure this by**
1. **To develop an inclusive culture of dignity at work for all and zero tolerance of racism and discriminatory practices**	• Implementing a new Dignity at Work policy and Zero Tolerance Statement by 2022, and ensure all staff have a clear understanding of the council's new approach • Establishing a new scheme to manage Dignity at Work by 2022 • Launching a new online anonymous incident reporting mechanism on The Hub and a physical 'Incident Reporting box' in the Civic Hub and Forward Drive by 2022 • Ensuring mandatory Equality, Diversity, and Inclusion training is delivered to all staff by the end of 2023, with a special focus on race equality to better educate staff and promote greater awareness of real-life experiences of Black, Asian and Multi-ethnic staff. • Monitoring the types of Dignity at Work incidents that occur frequently over a 12-month period through mapping trends	• % of staff who say they are aware of Dignity at Work policy • % of Dignity at Work related complaints and grievances that are reported on a quarterly basis • Analysing the types of incidents that are reported on a quarterly basis in order to target particular areas of concern • % of staff across all Directorates that have undertaken mandatory training by 2023 • Responses on employee experiences via annual Staff Survey that includes an increase in staff confidence around reporting incidents of racism

2. To create a culture of openness and inclusivity by continuing to listen to our Black, Asian and Multi-ethnic staff on an ongoing basis and learning from their experiences in the workplace.	• Creating a continuous feedback loop with staff through staff networks, and other forums where the opinions of staff can be gained • Creating a continuous feedback loop through regular liaison with the Trade Unions • Engaging with our staff networks through formalised routes, including monthly meetings between the BLMSG and Chief Executive / Head of Paid Service and the EDI Sub-group • Including specific questions around equality, diversity and inclusion, race, ethnicity and psychological safety within the Pulse Survey and Staff Survey • Conducting a follow-up Race Survey in late 2022 to track progress against the first Race Survey	• Feedback from staff networks • Feedback from the Trade Unions • Responses on employee experiences via annual Staff Survey that includes questions about race • Monitoring Pulse Survey data specifically around experiences of race as and when conducted • Monitoring progress against the previous Race Survey
3. Senior leaders to cultivate an environment of psychological safety for all staff within the organisation, directorates, divisions, teams and on a one-to-one basis through personal interactions.	• Ensuring mandatory Equality, Diversity, and Inclusion training is delivered to all senior leaders by the end of 2023, with a special focus on race equality to understand the needs and real-life experiences of Black, Asian and Multi-ethnic staff. • Introducing inclusive leadership training for managers and senior leaders by the end of 2022	• % of senior leaders that undergo mandatory face to face Equality, Diversity, and Inclusion training by the end of 2022 • % of Corporate Leadership Group to undergo reverse mentoring by end of 2023 • % of disciplinaries against Black, Asian and Multi-ethnic staff by end of 2023 to ensure there are no disproportionate outcomes

	• Undertaking reverse mentoring within the organisation or across London Councils • Actively providing Black, Asian and Multi-ethnic staff with a platform to speak up, share ideas and encourage new thinking. • Reviewing disciplinary action against Black, Asian and Multi-ethnic staff.	• % of Black, Asian and Multi-ethnic staff participating in or accessing formal processes around conflict resolution, such as mediation, by end of 2023

Changing the organisation's culture and behaviour through leadership, training and development		
Objective	**We will do this by**	**We will measure this by**
1. **Senior leader sponsorship of Black, Asian and Multi-ethnic staff with the aim of increasing representation at senior levels of the organisation through a number of avenues, such as shadowing, mentoring, access to opportunities, career coaching.**	• Each Corporate Director to sponsor a member of staff at pay bands 4-5 (MG1-MG3 and MG4-D1) • Each member of Corporate Leadership Forum to sponsor a member of staff at pay bands 3-4 (G9-G11 and MG1-MG3) for 12 months • Members of Leadership Forum to mentor a member of staff at pay bands 2-3 (G4-G8 – G9-G11) for 12 months • Training for all senior leaders around the role of sponsorship and mentoring and guidance issued	• Number of Black, Asian, and Multi-ethnic staff who report they have a sponsor / mentor • Number of senior managers acting as sponsor / mentor for Black, Asian and Multi-ethnic staff • % of Black, Asian, and Multi-ethnic staff who have progressed within the organisation or progressed externally within 12-18 months of sponsorship • Number of senior leaders that participate in sponsorship or mentoring training
2. **Each directorate to create their own clearly defined pathways for Black, Asian and Multi-ethnic staff by exploring opportunities for them to gain exposure to broad areas of work that contribute towards their career development.**	• All Directors to consider forthcoming and existing projects that provide an opportunity to Black, Asian and Multi-ethnic to staff gain exposure to new skills and development through a fair and transparent selection process. • Formalised secondment programme that allows staff to move around in directorates and the organisation to gain a broad set of skills either through a fixed time frame or on distinct project work, where appropriate.	• x% Black, Asian and Multi-ethnic staff within each directorate have been selected for opportunities over a 12-month period • x% of Black, Asian and Multi-ethnic staff have progressed within the service area within 12 months

	• Managers to use 121s and appraisals as a vehicle to have constructive discussions about career development and seeking ways to support them.	
3. Targeted training and development programme for staff from Black, Asian and Multi-ethnic backgrounds to progress from junior to middle management grades.	• Introducing a new Diversity Talent Management programme aimed at staff at G8-G11 aspiring to move into MG grades by 2022 • Introducing the Black on Board programme to develop the skills of aspiring future leaders by 2022 • Using the Apprenticeship levy to develop our future senior leaders to gain an external accredited qualification; and • Offering staff opportunities for re-training in technical and professional areas	• x% of Black, Asian and Multi-ethnic staff within services areas participating in the talent management programme • x% of Black, Asian and Multi-ethnic staff within services areas participating in the Black on Board programme • x% of Black, Asian and Multi-ethnic staff on work-based apprenticeship that clearly contributes to their career development • x% of Black, Asian and Multi-ethnic staff who have been on development programmes to progress within the organisation or externally within 2 years

Recruitment and retention		
Objective	**We will do this by**	**We will measure this by**
1. The top 5% of our staff to be representative of our overall resident population by 2025	• Actively seeking to recruit from a diverse range of senior leaders from within the organisation, across local government, the voluntary and community sector and private sector, and exploring new avenues to advertise vacancies • Ensuring a diverse selection process, which includes diverse stakeholder involvement in the process	By 2022: • 25% of staff at Corporate Strategic Board, Corporate Leadership Group, and Leadership Forum are from a Black, Asian, and Multi-ethnic background By 2023 • 35% of staff at Corporate Strategic Board, Corporate Leadership Group, and Leadership Forum are from a Black, Asian, and Multi-ethnic background By 2024 • 45% of staff at Corporate Strategic Board, Corporate Leadership Group, and Leadership Forum are from a Black, Asian, and Multi-ethnic background By 2025 • 50% of staff at Corporate Strategic Board, Corporate Leadership Group, and Leadership Forum are from a

		Black, Asian, and Multi-ethnic background
2. Each Directorate to increase in the number of Black, Asian and Multi-ethnic staff within their services areas to adequately represent the community that we serve.	• Actively seeking to recruit from a diverse range of staff from within the organisation and borough, exploring new avenues to advertise vacancies, including working with universities and using the Xcite programme as an avenue to employment for local residents • Specific campaign aimed at recruiting young people from Black, Asian and Multi-ethnic heritage • All posts to initially be advertised internally at the start of the process with the aim of developing in house talent • Ensuring a diverse selection process, including fair representation on the interview panel • Providing support to staff on how to complete applications and interview technique by Learn Harrow • All proposed restructures to undertake an Equality Impact Assessment to ensure that the workforce reflects the diversity and demographics of Harrow Council	• x% increase in directorate of Black, Asian and Multi-ethnic staff • % of staff that have progressed into jobs at Corporate Strategic Board, Corporate Leadership Group, and Leadership Forum level
3. Transparency in the recruitment process across the organisation by providing sufficient training for staff before they undertake a recruitment	• All recruiting managers to undertake training to adopt best practice and ensure fairness in all parts of the recruitment process, including	• x% of Black Asian Multi-ethnic staff trained for recruitment panels by end of 2022

exercise in order to tackle bias throughout the process and to ensure fairness.	mandatory equality training for recruiting managers. • Monitoring diversity outcomes of all stages of the recruitment process • All job adverts to be accessible and easy to understand for applicants	• Comparing success rates of job applicants by race and ethnicity • % percentage increase in our recruitment of Black, Asian and Multi-ethnic staff

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Zero Tolerance Statement

At Harrow Council we believe that all our staff, management, residents, councillors, and suppliers have the right to work or live in an environment free from all forms of prejudice and abuse. The Council considers all forms of diversity to be positive and enriching for the borough and should be celebrated. We take a strict zero tolerance approach to any form of discrimination, harassment, victimisation, aggression or bullying including the prohibited conduct described in the Equality Act 2010. Any allegation of such behaviour will be taken seriously and investigated; and appropriate action will be taken where deemed necessary.

We actively uphold the right of every individual to be treated with dignity and respect. We also believe that everyone has the right to be treated equitably.

Likewise, we believe that our staff at Harrow Council should be able to work with the local authorities' wider stakeholders without being subject to any form of bullying, harassment, or discrimination. We therefore extend the principles of our Zero Tolerance Statement to issues surrounding stakeholder engagement. The prohibition on behaviours described in this statement extends to the wider suppliers, residents, customers, visitors and members that our employees are required to work with.

Keeping our staff safe when working with the Council's stakeholders and partners is one of our key priorities as an employer. This means that we fully support and encourage any staff member who is experiencing/has experienced, or witnessed, any form of discrimination, bullying, and harassment to report the issue to their manager, Human Resources or through the alternative confidential reporting and support channels available. No act is too small to be addressed or raised.

If a member of staff breaches our approach to zero tolerance and acts unreasonably or in an offensive manner, we encourage our residents, customers, suppliers, visitors, and members to follow the Council complaints procedures including the online form or via telephone and email. Every complaint will be taken seriously and will be investigated.

We are openly committed to creating a secure, welcoming, and friendly environment that protects the dignity and equality of all staff members, managers, residents, visitors, councillors, and suppliers that work for or in partnership with the local authority.

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Appendix C

Equality Impact Assessment (EIA) September 2021

You will need to produce an Equality Impact Assessment (EIA) if:

- You are developing a new policy, strategy, or service
- You are making changes that will affect front-line services
- You are reducing budgets, which may affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles

Guidance notes on how to complete an EIA and sign off process are available on the Hub under Equality and Diversity.
You must read the guidance notes and ensure you have followed all stages of the EIA approval process (outlined in appendix 1).
Section 2 of the template requires you to undertake an assessment of the impact of your proposals on groups with protected characteristics. Equalities and borough profile data, as well as other sources of statistical information can be found on the Harrow hub, within the section entitled: Equality Impact Assessment - sources of statistical information.

Equality Impact Assessment (EIA)		
Type of Decision:	⦿ Cabinet ○ Portfolio holder ○ Other (state) Overview & Scrutiny	
Title of Proposal	Race Equality in Harrow Council	**Date EIA created September 2021**
Name and job title of completing/lead Officer	Shumailla Dar, Head of Equality, Diversity and Inclusion	
Directorate/ Service responsible		
Organisational approval		
EIA approved by:	**Name: Shumailla Dar, Head of Equality, Diversity and Inclusion**	**Signature** ☒ **Tick this box to indicate that you have approved this EIA** **Date of approval 07/09/2021**

1. Summary of proposal, impact on groups with protected characteristics and mitigating actions
(to be completed **after** you have completed sections 2 - 5)

a) What is your proposal?
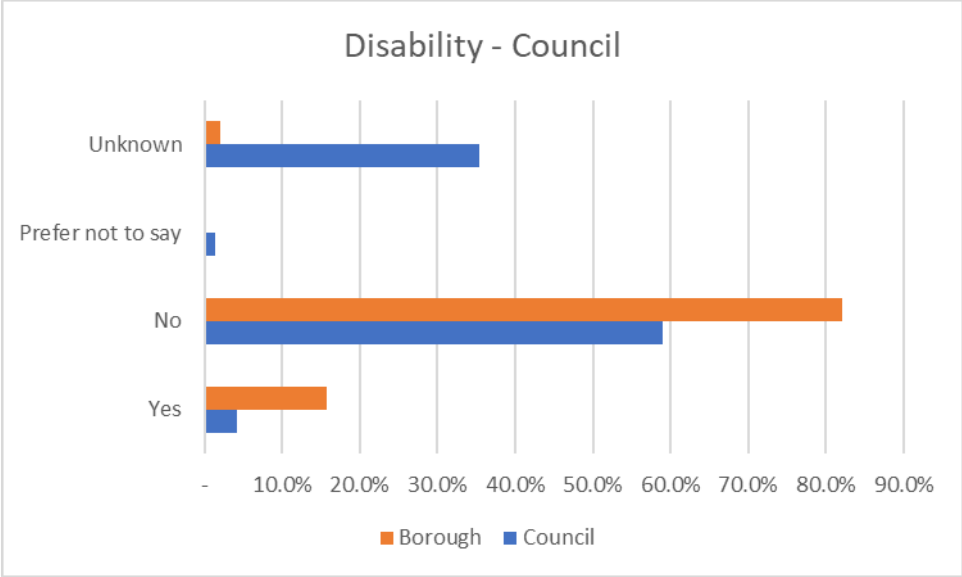
The Race Equality in Harrow Council report and Race Equality Action Plan sets out the council's strategic vision around race equality, launching a series of new corporate objectives for the organisation, which will ensure our policies and practices are fair and equitable for all staff in order to promote a workforce that is inclusive and accessible for everyone. Over the past year, we have examined our role as an employer, actively engaging with staff to understand their experiences and the challenges they face and looked closely at our workforce data to examine gaps, bottlenecks and glass ceilings in the organisations. This evidence has given us ground-breaking insight into our organisation, which for the first time, has helped us shape a strategy around race equality that is rooted in evidence and produced in collaboration with staff.

b) Summarise the impact of your proposal on groups with protected characteristics

- The report sets out the council's strategic vision around race equality, launching a series of new corporate objectives for the organisation for Black, Asian and Multi-ethnic staff.
- The report will form the framework that underpins our strategic work on equality, diversity, and inclusion, to ensure the council's policies and practices are fair and equitable for all staff in order to promote a workforce that is inclusive and accessible for everyone.
- Based on the data available we do not anticipate that the Race Equality Action Plan will have a negative impact on council staff, or result in any direct or indirect discrimination of any group that shares protected characteristics.

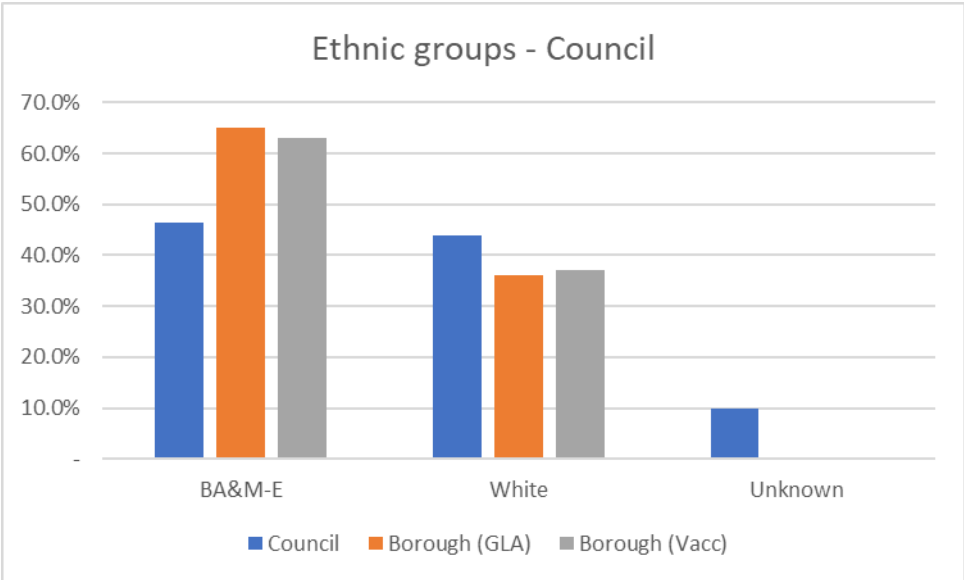### c) Summarise any potential negative impact(s) identified and mitigating actions

While the EIA process has not identified any negative impacts on groups with protected characteristics, it is important to note that the strategic approach that we have taken acts as a framework that will underpin the council's forthcoming *Equality, Diversity and Inclusion Strategy*, which will be produced early next year. We expect there to be a positive ripple impact on all other protected characters as a result of this work.

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2. Assessing impact					
You are required to undertake a detailed analysis of the impact of your proposals on groups with protected characteristics. You should refer to borough profile data, equalities data, service user information, consultation responses and any other relevant data/evidence to help you assess and explain what impact (if any) your proposal(s) will have on **each** group. Where there are gaps in data, you should state this in the boxes below and what action (if any), you will take to address this in the future.					What does the evidence tell you about the impact your proposal may have on groups with protected characteristics? Click the relevant box to indicate whether your proposal will have a positive impact, negative (minor, major), or no impact
Protected characteristic	For **each** protected characteristic, explain in detail what the evidence is suggesting and the impact of your proposal (if any). Click the appropriate box on the right to indicate the outcome of your analysis.	Positive impact	**Negative impact**		No impact
			Minor	Major	
Age	Compared with the Borough population, there is an under-representation of 16 to 24-year-olds in the workforce but an over-representation of those 55 to 64 and 45 to 54. The other bands are closer. Not all 16-24 year-olds- would be available for work. Note that the Borough figure for 65+ includes all higher ages.	☒	☐	☐	☐

3

Age structure - Council

Impact

While the EIA process has not identified any negative impacts on groups with protected characteristics, it is important to note that the strategic approach undertaken as part of this Action Plan will have a positive ripple impact on all other protected groups.

Additionally, the Race Equality Action Plan makes a specific recommendation around increasing the number of young people from a Black, Asian and Multi-ethnic background. We are also exploring ways to best use the Apprenticeship Levy to support our staff gain a range of relevant qualification. Additionally, we have invested in the Kickstarter programme.

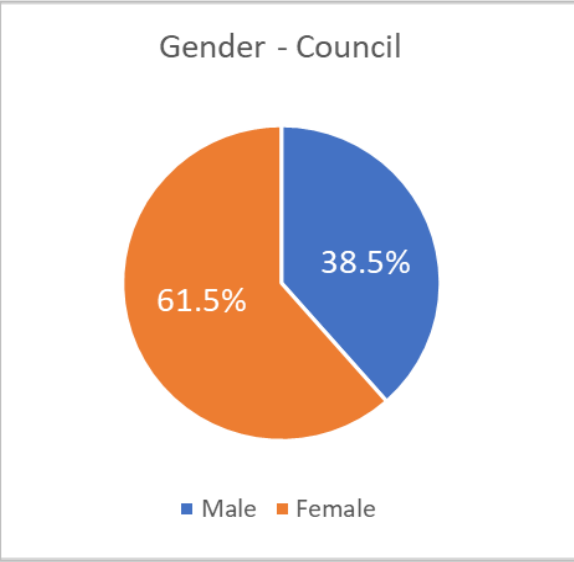| Disability | 4.3% of Council staff declared a disability, compared with 15.8% of the Borough's working age population. A further 1.5% of staff preferred not to say but over 35% have made no entry. | ☒ | ☐ | ☐ | ☐ |

Harrow Council Equality Impact Assessment Template November 2018

Disability - Council

Impact

While the EIA process has not identified any negative impacts on groups with protected characteristics, it is important to note that the strategic approach undertaken as part of this Action Plan will have a positive ripple impact on all other protected groups.

| Gender reassignment | No data is currently available on gender reassignment. | ☒ | ☐ | ☐ | ☐ |
| | **Impact** | | | | |

	While the EIA process has not identified any negative impacts on groups with protected characteristics, it is anticipated that the strategic approach undertaken as part of this Action Plan will have a positive ripple impact on all other protected groups.				
Marriage and Civil Partnership	Figures on marriage and civil partnerships is below: 	Marital Status	%
---	---
Marr.	38.5%
Single	34.3%
Sep.	1.0%
CivPar	1.0%
Div.	2.7%
Wid.	0.6%
Unknwn	21.9%
Grand Total	**100.0%** | **Impact** While the EIA process has not identified any negative impacts on groups with protected characteristics, it is anticipated that the strategic approach undertaken as part of this Action Plan will have a positive ripple impact on all other protected groups.	☒	☐	☐	☐
Pregnancy and Maternity	Figures for pregnancy and maternity are below: 	Maternity during last two years?	%
---	---
Yes	3.1%
No	96.9%
Grand Total	**100.0%** | **Impact**	☒	☐	☐	☐

Harrow Council Equality Impact Assessment Template November 2018
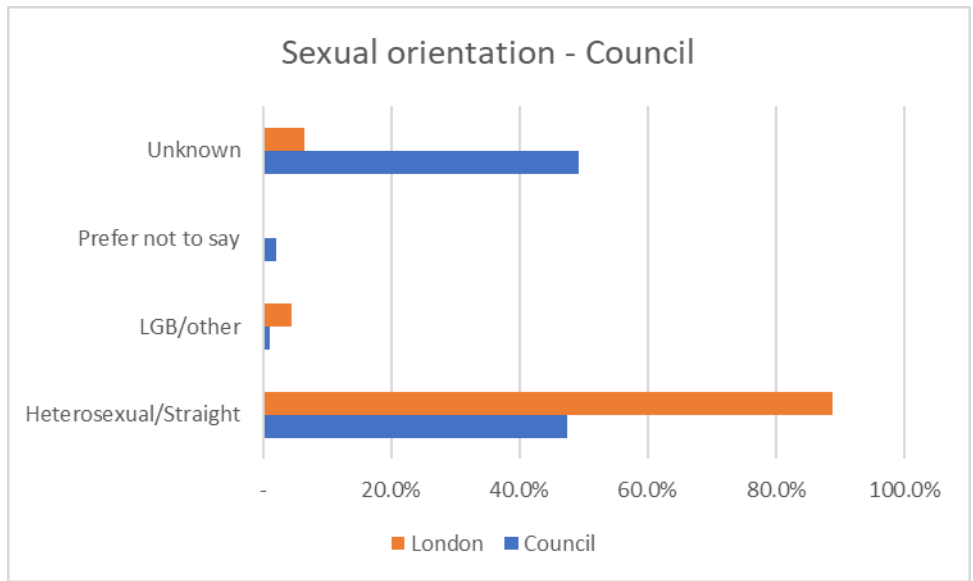
	While the EIA process has not identified any negative impacts on groups with protected characteristics, it is anticipated that the strategic approach undertaken as part of this Action Plan will have a positive ripple impact on all other protected groups.				
Race/ Ethnicity	Black, Asian and Multi-Ethnic people are under-represented in the workforce, compared with the Borough population, and the reverse is true of White people. Just under 10% of staff do not have ethnicity recorded but this does not account for the difference. At a more detailed level, proportions of both White and Black ethnic groups in the workforce exceed those in the Borough population. Other groups are under-represented, notable Asian at around 20 percentage points below. **Impact** The Race Equality Action Plan will have a positive impact on race and ethnicity.	☒	☐	☐	☐

Religion or belief	The religion or belief system of over 50% of staff is not recorded. All major religions are represented in the Council but conclusions about proportions are difficult with this level of missing data	☒	☐	☐	☐
	Religions				
	Impact While the EIA process has not identified any negative impacts on groups with protected characteristics, it is anticipated that the strategic approach undertaken as part of this Action Plan will have a positive ripple impact on all other protected groups.				
Sex	The majority of Council staff are female. This gender structure is reflected in the Directorates with the exception of Community.	☒	☐	☐	☐

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[1] Annual Population Survey (ONS) mid-year estimates 2019

Harrow Council Equality Impact Assessment Template November 2018

Gender - Council

- Male
- Female

38.5%

61.5%

Impact

While the EIA process has not identified any negative impacts on groups with protected characteristics, it is anticipated that the strategic approach undertaken as part of this Action Plan will have a positive ripple impact on all other protected groups.

Sexual Orientation	Just under 50% of staff did not record their sexual orientation. This is additional to the 2.2% who selected "Prefer not to say". 47.5% of staff selected Heterosexual/ Straight and 1.1% Lesbian, Gay or Other.	☒	☐	☐	☐

Sexual orientation - Council

Impact

While the EIA process has not identified any negative impacts on groups with protected characteristics, it is anticipated that the strategic approach undertaken as part of this Action Plan will have a positive ripple impact on all other protected groups.

2.1 Cumulative impact – considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on groups with protected characteristics?
☒ Yes   No ☐

If you clicked the Yes box, which groups with protected characteristics could be affected and what is the potential impact? Include details in the space below

In light of the tragic murder of George Floyd, the Black Lives Matter protests, and the disproportionate impact of Covid-19 on people from a Black, Asian and Multi-ethnic backgrounds, we recognised that the council could do more to enhance the experiences and outcomes for our staff. According to our most recent ethnicity pay gap data, the council's Black, Asian and Multi-ethnic staff do not fairly represent Harrow's resident population. Although Harrow Council is a diverse employer, the lack of leadership diversity within some parts of the organisation is visible, with a lack of representation in leadership, management and senior tiers within the organisation, and a bottle neck between junior and managerial grades with Black, Asian, and Multi-ethnic staff generally concentrated in lower grades.

In terms of staff experiences of race, the Independent Race Review led by Dr Patrick Vernon and the Race Survey undertaken by FW Business, showed that 74% of staff had either experienced or witnessed racism in some form. 64% of staff could not definitively say that the council was not structurally racist, compared to 59% of staff who could not definitively say that the council was not institutionally racist. One of the key findings of the Review was the psychological trauma felt by staff affected by bullying and harassment. Crucially, in terms of training and development, 56% of staff were keen to gain relevant experience, 51% wanted access to opportunities, and 44% welcomed the idea of having a training needs analysis and action plan.

The council has therefore made a decision to begin work on equality, diversity and inclusion by focussing on race and ethnicity in the first instance. Although the report sets out the council's strategic vision around race equality, and launches a series of new corporate objectives for the organisation for Black, Asian and Multi-ethnic staff, this report will form the framework that underpins our strategic work on equality, diversity, and inclusion, to ensure the council's policies and practices are fair and equitable for all staff in order to promote a workforce that is inclusive and accessible for everyone.

2.2 Any other impact - considering what else is happening nationally/locally (national/local/regional policies, socio-economic factors etc.), could your proposals have an impact on individuals/service users, or other groups?
☐ Yes,   No ☒
There is no other impact.

3. Actions to mitigate/remove negative impact
Only complete this section if your assessment (in section 2) suggests that your proposals may have a negative impact on groups with protected characteristics. If you have not identified any negative impacts, please complete sections 4 and 5.

In the table below, please state what these potential negative impact (s) are, mitigating actions and steps taken to ensure that these measures will address and remove any negative impacts identified and by when. Please also state how you will monitor the impact of your proposal once implemented.

State what the negative impact(s) are for **each** group, identified in section 2. In addition, you should also consider, and state potential risks associated with your proposal.	Measures to mitigate negative impact (provide details, including details of and additional consultation undertaken/to be carried out in the future). If you are unable to identify measures to mitigate impact, please state so and provide a brief explanation.	What action (s) will you take to assess whether these measures have addressed and removed any negative impacts identified in your analysis? Please provide details. If you have previously stated that you are unable to identify measures to mitigate impact please state below.	Deadline date	Lead Officer

4. Public Sector Equality Duty
How does your proposal meet the Public Sector Equality Duty (PSED) to:
1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
2. Advance equality of opportunity between people from different groups
3. Foster good relations between people from different groups
Include details in the space below

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1. The Race Equality in Harrow Council report and Race Equality Action Plan will not result in any direct or indirect discrimination of any group that shares the protected characteristics.
2. The Race Equality in Harrow Council report and Race Equality Action Plan will help to advance the equality of opportunity for groups who share relevant protected characteristics and those who do not by addressing inequalities around access to employment and skills, rates of pay and business opportunities.
3. The Race Equality in Harrow Council report and Race Equality Action Plan will help foster good relations between communities through the creation of a good economy, which whilst providing economic growth, is built on the foundations of inclusivity and strong, cohesive communities.

5. Outcome of the Equality Impact Assessment (EIA) click the box that applies
☒ **Outcome 1No change required: the EIA has not identified any potential for disproportionate impact and all opportunities to advance equality of opportunity are being addressed**
☐ **Outcome 2** **Adjustments to remove/mitigate negative impacts identified by the assessment, or to better advance equality, as stated in section 3&4**
☐ **Outcome 3** **This EIA has identified discrimination and/ or missed opportunities to advance equality and/or foster good relations.** **However, it is still reasonable to continue with the activity. Outline the reasons for this and the information used to reach this decision in the space below.**
Include details here

No.	Risk	Q1 21/22	Q2 21/22	RM
14.	**Systemic issues of inequality and disproportionality experienced by Black, Asian and Multi-ethnic staff are not recognised and addressed by the Council [Staff Dimension]**	**C3**	**C3**	⇔

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LIKELIHOOD	**A** Very High (>80%)				
	B High (51-80%)				
	C Medium (25-50%)		**14**		
	D Low (10-24%)				
	E Very Low (3-9%)				
	F Almost Impossible (0-2%)				
		4 Negligible Impact / Benefit	**3** Marginal Impact / Minor Benefit	**2** Critical Impact/ Major Benefit	**1** Catastrophic Impact/ Exceptional Benefit
	IMPACT *(on Council)*				

No.	Borough Plan 2030 Priorities	Risk Description	Inherent Risk Rating	Key Measures in place to Manage Risk (Key Controls)	Residual Risk Rating		Further Action Planned & Underway & Implementation Date	Risk Owner/ Manager Responsible	Update & Date
					Q1 21/22	Q2 21/22			
14.	**Priorities:** Tackling racial disproportionality, inequality and disadvantage	**Risk:** Systemic issues of inequality and disproportionality experienced by Black, Asian and Multi-ethnic staff are not recognised and addressed by the Council **[Staff Dimension]** **Causes** • Murder of George Floyd and the international pressure and momentum arising from this • Diversity ambitions of the Council have not been fully fulfilled • Historic weaknesses in data and data analysis in relation to diversity **Consequences** • Continuing issues of inequality for staff • Increasing staff dissatisfaction and potential ER / IR conflict e.g. grievance and tribunal claims • resource pressures if we fail to attract, develop and retain talented people due to inequalities in recruitment and in the workplace	**B2**	• Appointed an Executive Sponsor for race (LBH Chief Executive) • Cross-party members' group established on BLM and the broader Equality, Diversity and Inclusion Strategy for the Council • Appointed a senior independent consultant to undertake an independent review in the context of BLM and wider issues that affect Black, Asian and Multi-ethnic staff • LBH BLM Staff Group set up • Series of educational webinars for staff as part of Black History Month • Signed up to the Race at Work Charter • Signed up to the Business in The Community Mentoring Scheme • Borough Plan updated • Development of the Equalities, Diversity and Inclusion Strategic Framework to inform the EDI (Equalities, Diversity & Inclusion) Action Plan • Race survey on current and former staff completed • Internal race review conducted by Patrick Vernon • Workplan agreed (incl. the review of equalities governance) to implement Patrick Vernon findings • New EDI unit established to take forward Equalities strategy	**C3**	**C3**	• Fully Implement recommendations of the race review by Patrick Vernon **(April 22)** • Report to Cabinet on implementation of the Vernon Report **(Oct 21)**	Sean Harriss	Q2 2021/22 Tracey Connage 11/10/21 We have made significant progress to date in the development of the race equality action plan to implement the outcomes of the race review conducted by Patrick Vernon. However the issues must also be addressed as well as recognised.

Harrow COUNCIL
LONDON

Report for:	Employees' Consultative Forum
Date of Meeting:	10 November 2021
Subject:	Annual Health and Safety Report
Key Decision:	No
Responsible Officer:	Tracey Connage, Divisional Director of Human Resources & Organisation Development
Portfolio Holder:	Councillor Natasha Proctor, Portfolio Holder for Finance & Resources
Exempt:	No
Decision subject to Call-in:	No
Wards affected:	N/A
Enclosures:	Appendix 1 – Analysis Report for Accidents and Incidents Quarter 1 To Quarter 4 (1st April 2020 – 31st March 2021) Appendix 2 – Trends Appendix 3 – H&S Strategy 2019-2022 And Corporate H&S Plan 2020-21 Appendix 4 – Occupational Health Overview 2020-2021 Appendix 5 – Terms of Reference Appendix 6 – Health and Safety Policy 2021-22

Section 1 – Summary

This report summarises the council's health and safety performance for the year 1st April 2020 to 31st March 2021, providing an update of activities and giving information on outcome measures –Covid-19 response, training, audits and accidents. Information about Occupational Health is provided for information as this does not sit within the Corporate Health & Safety remit. This report also includes the Health & Safety Strategy, Corporate Health and Safety Plan and Policy

Harrow COUNCIL
LONDON

Recommendations:

The Forum is requested to:
1. Note the Accidents and Incidents report for information
2. Note the relevant strategies and policies enclosed in the appendices to this report for information

Section 2 – Report

Introductory paragraph

This report details the annual safety review of health and safety performance to enable the Council to determine its effectiveness in managing risk and address any shortcomings.

Options considered
None.

Executive Summary

2.1. The Corporate Health and Safety Service has continued to develop the health and safety management system and to provide support and guidance across the organisation during the period April 2020 to March 2021.

2.2. The key work streams during the period have been:

➢ Leading on plans to monitor operational and occupational risk assessments with respect to Harrow council's Corona virus (Covid-19) control plans which involved,
  ▪ Developing a risk assessment template that can be used across the council and can be tailored to suit specific needs in response to the Covid-19 pandemic.
  ▪ Reviewing and supporting managers to undertake risk assessments
    ☆ Over 223 Building and Environmental Services Operations Covid Risk assessments have been reviewed in this time frame
    ☆ 164 new risk assessments entries have been made on SHE Assure which is the councils Health & Safety Management system
    ☆ 109 existing risk assessments have been modified to reflect Covid changes

- CSB 'Gold' Covid emergency response group delegated the responsibility for approving pandemic risk assessments to the Covid 'Silver' Resources group as a key part of the governance. Reviewed risk assessments are put on a tracker and monitored by the Corporate Health and Safety Board (CHSB)

- The annual review of the Health & Safety Policy (**see Appendix 6)**

- Maintenance and introduction of organisation specific health and safety policies and Codes of Practice.

- Provision of health and safety support, advice and guidance across resources, community and people directorates.

- Review of the Corporate Health and Safety Handbook.

- Continued delivery of health and safety training
    - 21 supervisors and first line managers completed level 3 health and safety (Highfield accredited)- 3-day course
    - 35 employees completed a level 3 risk assessment (Highfield accredited)-3 days course
    - 12 employees completed mandatory e-learning health and safety training as part of induction
    - 52 employees completed a training on accident reporting, undertaking audits and risk assessments using the health and safety management software (SHE Assure)

- Inspections, Audits, Site visits, Monitoring and Investigation of accidents/incidents
    - 49 audits were undertaken on corporate services, schools and children centres in 2020/21 with an average score of 91% in schools and 75.1% in corporate services- Environment and Waste Service specifically.
    - 70% of audits were executed as scheduled. Non-conformances with high priority have been addressed. Other non-conformances will be monitored and checked during the Health & Safety inspection and required implementations will be verified at subsequent yearly audit.

2.3. The management of the occupational health service and employee assistance programme has stayed with Human Resources, due to direct links with employment and sickness.

2.4. Key incident points from the period April 2020 to March 2021 are as follows:

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- No enforcement action from the Health & Safety Executive (HSE).

- There has been a 73% decrease in the number of accidents/incidents reported in comparison with the previous year (1105 in 2019/20 to 298 in 2020/21). This decrease is attributed to the Covid-19 pandemic which led to schools shutting down and majority of staff working from home. Although, staff working from home have been encouraged to report work related incidents that happen at home, there have been very few instances of such reporting. This can also partly account for the decrease in the number of accidents reported.
  The reduction in the number of reported accidents occurred across Community, People and Resources Directorates.

- There has been an increase in the number of incidents reported as a RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations). Data compared across 4 years shows that in 2017/18, 4.2% (32 out of 757), of all reported incidents were RIDDORS, 2018/19 had 0.2%(24 out of 1351), and 2019/20 had 0.8%(9 out of 1105), while 2020/21 had 5%(15 out of 298). Lost time injuries and the number of schools which have signed up to the Health and Safety Service Level Agreement can impact the number of RIDDORS. A slight increase has been observed with lost time incidents, this might be sufficient to account for the increase in RIDDORS.

- Lost time injuries (LTI[1]) made up 4.2% of all incidents reported within this time period. Compared with the previous year, this is an increase (2019/2020 had 11 LTI out of 1105 incidents, 2020/21 had13 LTI in 298 incidents).Number of working days lost is also high compared with the previous year(67 in 2019/2020 and 232 in 2020/21).The Directorate mostly impacted by lost time incidents was community with 8 cases, and schools 5 cases. There were no lost time injuries in People and Resources directorates. Employee incidents also had the most time off when compared with incidents involving agency employees. There is no definite trend that accounts for this increase in LTI, but a point to note is that 3 of these incidents led to the injured staff taking over 30 days off and this accounts for the increase in working days lost.

- Academies, Voluntary Aided Schools do not report accident/incidents to the corporate health and safety team. Their governing body has legal duty under the Health and Safety at

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[1] LTI-Lost time Injuries

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Work. Act 1974 to approve the strategic vision for the school, working in partnership with the headteacher and promoting continuous improvement in the performance of the school's health and safety. The accident/incident data for schools is generated from the incident reports on SHE Assure system of community schools that have a service level agreement with the health and safety team.

- There are 25 community schools, 21 of these schools are signed up to a service level agreement with the corporate health and safety team.

Background

2.5. This report details the annual safety review of health and safety performance to enable the Council to determine its effectiveness in managing risk and address any shortcomings.

External Assurance

2.6. In 2016 an external audit was conducted, leading to a full review of all aspects of Corporate Health & Safety including the governance, resulting in an initial action plan that was taken to Corporate Strategic Board in 2017 and GARMSC in 2018.

In January 2021, a new health and safety structure was developed to support the council and meet specific aims listed below. This will fulfil some of the areas highlighted by the external auditor in the 2016 audit.

- To ensure future service is robust, fit-for-purpose, high calibre team
- Integrate all H&S functions into single corporate H&S function (CH&S)
- CH&S to be part of Corporate Resources Directorate – HR and OD
- New job profiles with essential professional qualifications and credentials

Improvement Plan

2.7. Following the completion of the external audit in January to March 2016, series of actions were approved by Corporate Strategic Board in September 2017 and Governance, Audit and Risk Management Committee (GARMSC) in October 2017.Subsequently, in 2019, a 3-year

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strategy document including Corporate Health and Safety Plan was produced setting out the aims and objectives for the council.

2.8. The action plan is underway and monitored by the Corporate Health & Safety Board that meets on a monthly basis to ensure implementation. Focus is on transparency and ensuring all are aware of their responsibilities and that effective governance is in place.

2.9. As part of this, and in line with legislative requirements, the Health & Safety Policy for the Council has been refreshed and updated, and is included in Appendix 6

2.10. High priority will be placed on outstanding actions from the Corporate Health & Safety Management Plan, ensuring they are implemented.

- Management self-audits
- Introduction to incident investigation course for first line managers
- Fire safety audits of schools- To establish schools' compliance with the health and safety legislations

Health and Safety Policy and Guidance

2.11. A review of existing policies and codes of practice was undertaken this year, including the overarching Health and Safety Policy which was endorsed by the Council Leader and Chief Executive. This is to ensure Harrow Council meets its obligations under the Health and Safety at Work Act (HASAWA)1974.

2.12. The following documents were reviewed.
- Asbestos policy
- First aid code of practice
- Eye care procedure
- Lone working policy
- Health & Safety Policy
- Health & Safety Handbook
- Accident Reporting Code of practice
- Accident/Incident Investigation Policy-currently under review

Health and Safety Groups

2.13. Due to the Covid-19 pandemic, there were very little face-to-face Health and Safety meetings. Corporate Health and Safety Board (CHSB) still continues to hold meetings on Microsoft Teams.

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Safety Culture

2.14. Due to the pandemic, Safety Circles have not been held across all the Directorates. During the Covid pandemic safety concerns have been centred around adjustments in many staff working from home or ensuring safe work with citizens. Safety Circles have now restarted in some Directorates however, these will need to be looked at again and modified to meet the current climate.

2.15. Post pandemic and with the council's introduction of agile working, the way health and safety is managed within office based teams will change. As most office-based teams will not have designated areas in buildings, the Health & Safety of these areas will become a more central responsibility. For example, ensuring Fire Marshalls and First Aiders are available and trip hazards are mitigated against. Individual responsibility will also need to be heightened as people work more agilely and remotely.

2.16. The Health and Safety Handbook is available to all staff. However, there has been an update to its design and contact numbers. This is in the design stage. A copy of the handbook can be downloaded from SHEAssure document library, [reference 133](#).

Risk Assessments, Health and Safety Visits, Inspections and Audits

2.17. Site visits, Risk Assessments, Audits, Inspections and Accident investigations have continued to be performed by the Corporate Health and Safety Service through the organisation.

2.18. Internal Health and Safety Audits were undertaken on
25 Community Schools
9 Children Centres
8 Operations in Environmental & Waste Strategy department and
6 Corporate Services (Hard & Soft FM, THAM, Parking Enforcement, Community & Public Protection, CA site, Transport, Waste)

An overall average score of 75.1% was obtained on Waste Strategy Department while Schools had an average of 91%.

2.19. Over **223** Building and Environmental Services Operations Covid Risk assessments have been reviewed in this time frame.**164** new risk

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assessments entries have been made on SHE Assure, and **109** existing risk assessments have been modified to reflect Covid changes.

2.20. Fire Risk Assessments were completed in
428 high risk priority common areas (4 or more stories),
350 low risk priority areas (1-3 stories/house),
62 corporate buildings, and
13 schools.

All council housing targets were met; however, targets were still unmet in the council facilities management service which is under community directorates - These were unmet because FM relies on the schools not in the Facilities SLA to send in documentation after they have carried out their Fire Safety Risk Assessment.

2.21. Fire Safety Audits in Council Housing was completed in high priority sites (9 community halls and 21 sheltered housing schemes).

2.22. Asbestos re-inspection survey was carried out on 49 corporate buildings, 10 community schools and schools with an asbestos SLA. 428 Asbestos Surveys were also completed in Council Housing.

2.23. Senior management safety tours were unable to held as usual due the Covid pandemic and resultant staff working from home. The mitigation control measure as agreed is the use of the Building Risk Assessment to substitute for Safety Tours. The Building Risk Assessment covers key areas required for compliance and is being monitored by the building owners, hence it can serve as a safety tour. Management self-audit targets were not met but plans are underway to make this a priority in 2021/2022.

Education outside the Classroom

2.24. The service has continued to review assessments for a wide range of trips including residential trips, outdoor activities and overseas trips.

Occupational Health

2.25. Health Management Limited (HML) continues to provide the occupational health service and the employee assistance programme (EAP). The service is overseen by HR. The services continued to carry out online appointments during the Covid pandemic.

2.26. Occupational Health Service continues to provide adequate health surveillance, return to work rehabilitation, health promotion and reduction of work-related sickness absence. However, due to the Covid Pandemic, HEP B vaccination was suspended.

2.27. **Appendix 4** provides a breakdown of Occupational Health referrals for information

2.28. Employee Assistance Programme has continued to be promoted throughout the year. Employees can freely obtain a range of services including specialist counselling and financial advice.

Promotion of Health, Safety and Well Being

2.29. Public Health is still leading on the Council's Outbreak Control Plans for COVID-19 and have provided the council with advice over this.

2.30. A wellbeing and mental health strategy is being put together to support staff mental health. The council has trained 30 employees and 10 volunteers in Mental Health First Aid course (MHFA). These first aiders will be referred to as wellbeing champions.

2.31. Practical initiatives and steps have also been taken to support staff mental health and wellbeing such as support resources on the intranet and the Wellbeing Wednesdays where there is a variety of activities, bereavement drop-in sessions and other events on the wellbeing calendar.

Incidents reported

2.32. Incident performance is monitored by the Corporate Health and Safety Board (CHSB) monthly. The data is considered both in terms of volume and through key performance indicators which allow consideration of the number of employees and number of employee hours worked.

2.33. There have been 129 employee related incidents in this period (this includes all near misses and not just accidents), which is 43% of all incidents/accidents reported. 7 these incidents have required reporting to the Health and Safety Executive as a RIDDOR2. This has resulted in loss of 222 working days.

Who Was Involved

Legend:
- Employee
- Employee-Agency
- Pupil
- Contractor(s)
- Others
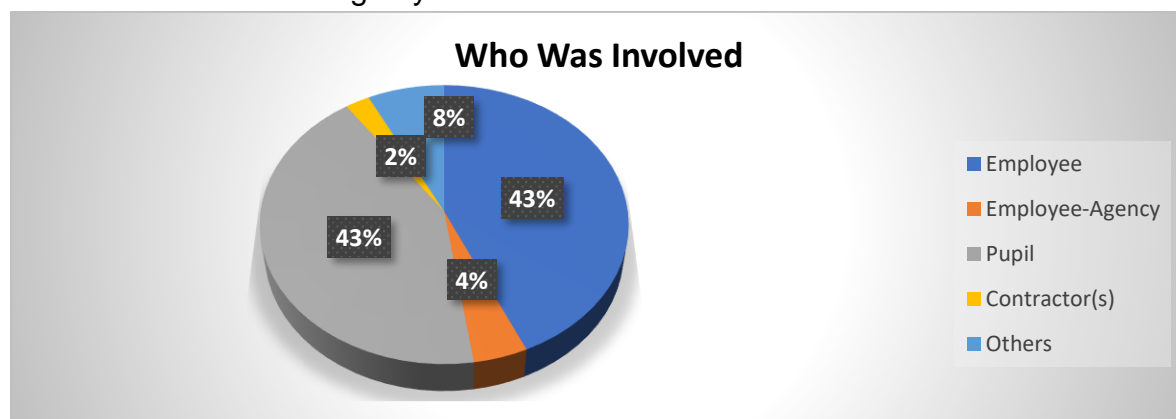
2.34. Incidents to non-employees where it relates to the organisation's activities or the use of its facilities are also been recorded.43% percent of these incidents relates to pupils, agency employees, contractors and others contribute just 14%.

2.35. This year the top 5 accident types across the corporate estate, including schools which have signed up to the Service Level Agreement with Corporate Health & Safety, were Slipped, Tripped or Fell on The Same Level (68),
Physically Assaulted by A Person (49)
Physical Assault (due to challenging behaviour) (35),
Physical Contact (Not Assault) (26) and
Hit Something Fixed or Stationary (14).
The vast majority of these occurred at schools.

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[2] RIDDOR -Reporting of Injuries, Diseases and Dangerous Occurrences Regulations

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Top 5 Accidents/Incidents
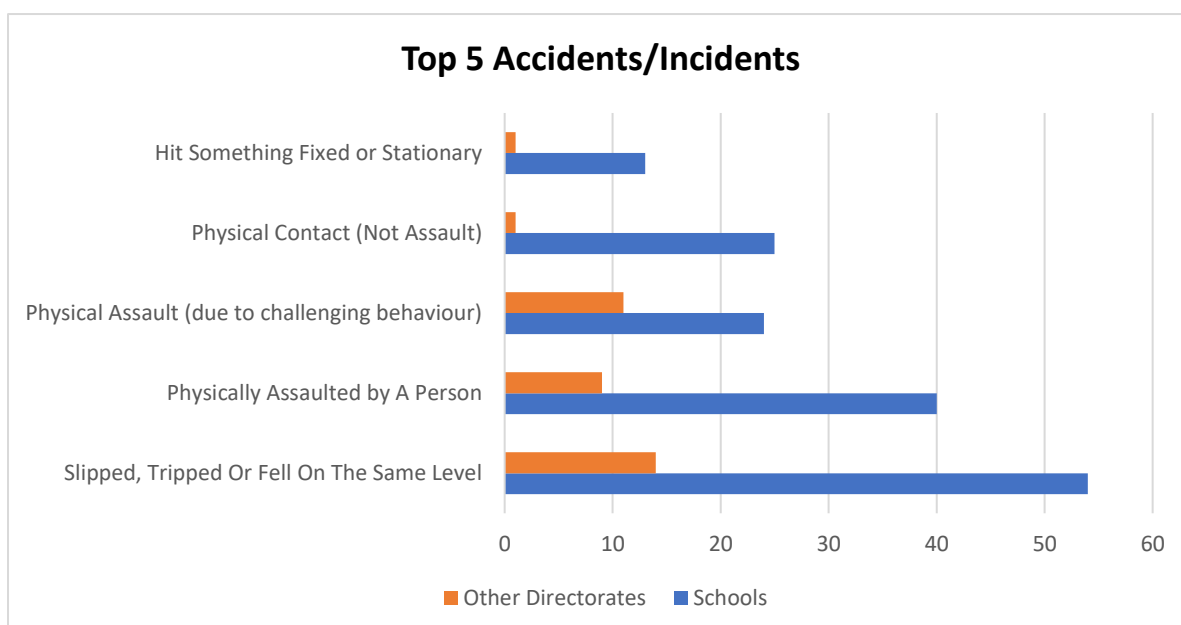
2.36. Across the council, 15 RIDDOR types of incident were recorded. 7 of those were employee incidents while 8 related to Others (Pupils, Firs clients). A further breakdown is included in **Appendix 1**

2.37. A Significant incident that should be noted for information is the exposure to asbestos debris by an asbestos surveying contractor in housing. This is further broken down in **Appendix 1**

2.38. **Community directorate accounted for 19% out of 298 incidents recorded for the year 2020/21.** Of the 56 incidents recorded, 5 of the most frequently reported incidents were Slips, Trips and Falls, Physical assault (due to challenging behaviour), Injury while handling and physical assault. Majority of these incidents were in environmental services- (special needs transport, facilities, libraries and housing). The severity of a high proportion of the incidents reported is minor.

2.39. **People's directorate accounted for 7% out of 298 incidents recorded for the year 2020/21.** Of the 20 incidents recorded, 5 of the most frequently reported incidents were Physical assaults, Physical assault (due to challenging behaviour), Slips, Trips and Falls, Hit by A Moving, Flying or Falling Object, and Hit Something Fixed. Majority of these incidents were in children and young people services- (Firs). The severity of a high proportion of the incidents reported is minor

2.40. **Resources directorate accounted for 1.7% out of 298 incidents recorded for the year 2020/21**. Of the 5 incidents recorded, the most frequently reported incidents were burns, slips, trips and falls, incident with verbal abuse and near misses. Majority of these incidents were in

revenues team, business support hub and careline. The severity of a high proportion of the incidents reported is minor

2.41. **Schools directorate accounted for 72.8% out of 298 incidents recorded for the year 2020/21**. Of the 217 incidents recorded, 5 of the most frequently reported incidents were Slips, Trips and Falls, Physical assault (due to challenging behaviour), physical assault and hit a fixed object. These incidents occurred uniformly across the schools. Although some of these incidents resulted in fractures, they have been investigated and the majority were due to lack of due care/attention by individuals during playground/ sports. The severity of a high proportion of the incidents reported is minor

2.42. The review of accident/incident statistics of schools has highlighted schools with a low record of incidents. This is attributed to schools reporting only major incidents to the corporate health and safety service

2.43. Analysis of the trends from the key performance indicators and the incident type and occupation indicates fluctuations in performance. However, fluctuations in performance can be influenced by a range of business variables rather than direct impact of health and safety management. In this instance, accident reporting has been majorly impacted by the Covid-19 pandemic, hence the reason for the low records and high number of working days lost when compared with the previous years.

2.44. Continuous improvement in accident reporting campaigns, risk assessments and safety procedures will improve incident performance but due to the low numbers and the diverse nature of the incidents, the improved performance cannot be attributed to direct intervention in key areas.

Health and Safety Training Data

2.45. The Health and Safety training programme has continued to be delivered by the Corporate Health and Safety Service, but within the bigger remit of the Training Academy since 2017

2.46. The Commercial Safety Team has worked with the Training Academy to ensure it is an accredited training centre for Highfield and Chartered Institute of Environmental Health (CIEH); offering accredited and bespoke courses across all areas of health & safety, food safety and public health matters.

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2.47. These courses are available on the training calendar and the service will continue to monitor incidence performance, using the improved SHE Assure software arrangements, against delivered training to identify positive impacts and areas where further training is necessary

2.48. Trainings completed in this timeframe include.
- 21 supervisors and first line managers completed level 3 health and safety (Highfield accredited)- 3-day course
- 35 employees completed a level 3 risk assessment (Highfield accredited)-3 days course
- 12 employees completed mandatory e-learning health and safety training as part of induction
- 52 employees completed a training on accident reporting, undertaking audits and risk assessments using the health and safety management software (SHE Assure)

2.49. Plans are underway to ensure first line managers and supervisors attend the 1-day Introduction to Incident Investigation course. This will be carried out by Highfield at the training academy

2.50. It has been noted that the provision of an online induction training course through learning pool has aided greater completion of the course.

2.51. Work is taking place with the Learning and Development Team to improve the induction training as well as the mandatory online health & safety training course.

Legislation Update

2.52. The period 2020/21 saw some changes in legislations, guidance, codes of practice, health & safety updates and general safety notices

- **The Health Protection (Coronavirus, Restrictions) (Steps) (England) Regulations 2021**-Came into force 29 March 2021 England. This instrument revokes and replaces the Health Protection (Coronavirus, Restrictions) (All Tiers) (England) Regulations 2020 ("the All Tiers Regulations") (S.I. 2020/1374) and contains the legislative framework which will implement Steps 1-3 of the Government's Roadmap out of lockdown in England. The Regulations came into force on 29 March 2021 and will expire at the end of 30 June 2021.

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- **The Building Safety Bill-**The Building Safety Bill makes provision for the development of a new Building Safety Regulator (BSR), which will ultimately be responsible for all major regulatory decisions made at key points during a building's design, construction, occupation and refurbishment. In February 2021, the HSE announced the appointment of a chief inspector of buildings to establish and lead the new BSR.

- **Fire safety update-**The government response to the public consultation on fire safety sets out the next steps the government will take to strengthen fire safety for all regulated buildings which involves, legislating through the Building Safety Bill to strengthen the Fire Safety Order in a number of key areas.
  • Delivering new regulations through Article 24 of the Fire Safety Order in response to the Grenfell Tower Inquiry Phase 1 Report recommendations.
  • Implementing changes to improve engagement between building control bodies and fire and rescue services.
  Other measures to strengthen fire safety, include unlimited fines for building owners who are not compliant with fire safety regulations under the Fire Safety Order and for anyone caught obstructing or impersonating a fire inspector.

- **UK REACH**-The UK brought the European Union (EU) Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) regulation into law on 1 January 2021, as UK REACH. UK REACH places equivalent responsibilities and standards on GB companies as they had under EU REACH.

- **ISO45003-Occupational Health and Safety Management – Psychological Health and Safety at Work: Managing Psychosocial Risks**. This is the first global standard giving practical guidance on managing psychological health in the workplace.

- **THE PANDEMIC-**England's government published its roadmap out of lockdown in February, which will see restrictions lifted in four stages. Restrictions are to be lifted nationally, meaning there will be no return to the regional tier system that was in place before lockdown. The roadmap says, "decisions on easing restrictions will be led by data rather than dates", with at least five weeks between each of the four steps. Before each step, the Government will review data assessing the impact of the previous step against four tests.

Stakeholder Feedback

2.53. The Corporate Health & Safety Board was initially chaired by the Corporate Director Community, however, from April, this has changed. The Director of HR and OD now chairs this board.

2.54. The Corporate Health & Safety Board includes both recognised Trade Unions, who continue to be proactive in their approach to health & safety. During the last 6 months of 2020/21 only GMB attended the corporate health and safety board meetings. However, both GMB and UNISON unions have now reconvened attendance at CHSB. The terms of reference for this is shown in **Appendix 5**

2.55. Collaboration with the trade unions by sharing of relevant documents and addressing raised concerns has no doubt impacted positively on the implementation of health and safety within the council. One notable area is the access to risk assessments, safe systems of works, safety tours, policies, procedures and all other documents available on the SHEAssure software which is the council's health and safety management software.

2.56. There has been no enforcement activity by the HSE during this period

Management Assurance

2.57. Monitoring of health and safety performance within the organisation will continue to sit with the Corporate Health & Safety Board going forward, who will provide updates to the Corporate Strategic Board.

2.58. Presentations around performance, strategy and policy have taken place on a regular basis to the Corporate Strategic Board and are reported on at the Corporate Health & Safety Board

Plans for April 2021 - March 2022

2.59. The key actions for 2021/22 include the following:

- To implement a new corporate health and safety structure that supports the whole of the council with qualified health and safety professionals.

- The introduction of agile and flexible working will impact the implementation of health and safety hence, new policies and safe working procedures will be developed to reflect new work systems, the display screen equipment assessment will be monitored to ensure compliance across the council.

- Safety Circles have not been held across the directorates. With the Covid pandemic, safety concerns have been centred around adjustments in working from home or ensuring safe work with citizens. Safety circles will need to be looked at again and modified to meet the current climate.

- Corporate Health and Safety will continue to lead on plans to monitor operational and occupational risk assessments with respect to Harrow Councils Corona virus (Covid-19) control plans.

- Reviewed risk assessments on the tracker will continue to be monitored by the corporate health and safety board.

- Corporate take up of the Assure SHE Software as the recognised software system for all health and safety matters including reporting of incidents especially work-related incidents that happen while working from home. Focus will be placed on training individuals and teams on use of SHE Assure software.

- Health and safety support and advice within Harrow Council.

- Training programme across the Council to ensure all receive the necessary training, this training will be delivered by the training academy, Highfield.

- Implementation of the Health and Safety Strategy and the Corporate Health and Safety Plan

- Development of the staff wellbeing (and mental health) strategy

Ward Councillors' comments

N/A

Risk Management Implications

2.60. Risks included on corporate or directorate risk register? **Yes**

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2.61. Separate risk register in place? **Yes**

2.62. The relevant risks contained in the register are attached/summarised below

The following key risks should be taken into account when agreeing the recommendations in this report:

Risk Description	Mitigations	RAG Status
Failure to fulfil the Council's Health & Safety duties leading to a harmful event for individual/individuals for whom the Council is responsible leading to litigation	Continual monitoring of key measures listed in the corporate risk register 2021/22 to manage risk to ensure they are been implemented and are effective. Review of the H&S service and also its structure to enable it to be sustainable in the long term for future council requirements Implementation of the further actions listed in the corporate risk register 2021/22.	Amber

Legal Implications

2.63. The Health and Safety at Work etc Act 1974 requires employers to ensure, so far as is reasonably practicable, the health, safety and welfare at work of all his employees, and to prepare (and review) a policy in relation to it.

2.64. There has been no enforcement action from the HSE in this time frame. Recommendations of the ECF for implementation have to be referred to the relevant portfolio holder or Cabinet

2.65. The Council's Constitution states the following at Part 3A Terms of Reference for the Employees' Consultative Forum (ECF):

…
3.0 Health & Safety
3.1 The ECF will seek to promote health and safety and welfare within the Council and will keep under review the measures taken to ensure health and safety and welfare at work.

The Forum will receive and comment on reports, including: -

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- The Council's half-year and annual health and safety performance report providing an update of health and safety activities and giving information on outcome measures.

3.2 Any health and safety and welfare matters which are the responsibility of the Council as set out in the schedule to the Council's Constitution must be referred to the Licensing and General Purposes Committee

Financial Implications

2.66. The total budget to support the Health and safety function across the organisation is £384k:
£211k (net) – General Fund
£173k – Housing Revenue account

Equalities implications / Public Sector Equality Duty

2.67. Protected characteristics are constantly measured as part of any health & safety system, especially aspects of age and disability and Equality Impact Assessments are undertaken in respect of new policies and strategies (or significant amendments to them) to understand any negative (or positive) implications and to ensure appropriate mitigations etc are put in place if needed.

Council Priorities

Please identify how the decision sought delivers these priorities.

2.68. The delivery of health and safety management is integral to and supports the achievement of all Corporate Priorities.

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Section 3 - Statutory Officer Clearance

Statutory Officer: Dawn Calvert
Signed on *behalf of/by the Chief Financial Officer

Date: 27/10/2021

Statutory Officer: Paresh Metha
Signed on *behalf of the Monitoring Officer

Date: 27/10/2021

Chief Officer: Tracey Connage
Signed off by the Divisional Director of the HR OD

Date: 26/10/2021

Mandatory Checks

Ward Councillors notified: NO

EqIA carried out: NO

Section 4 - Contact Details and Background Papers

Contact: John Griffiths, Health and Safety Compliance Manager, Community, 07716227493, John.Griffiths@harrow.gov.uk

Background Papers: Corporate Health & Safety Action Plan

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Number of Incidents recorded across the council-Including Schools

Incidents across the council
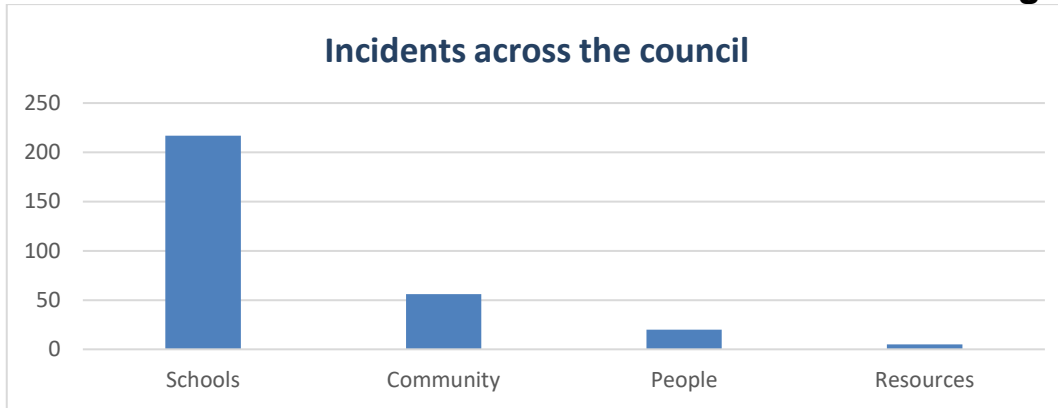
In 2021, the total incident count across the council was 298 which is a decrease of 807 (73%) from the previous year. This decrease is attributed to the Covid-19 pandemic which led to schools shutting down and majority of staff working from home Although, staff working from home are been encouraged to report work related incidents that happen at home, there has been very few instances of this report. This can also partly account for the decrease in the number of accidents reported.

Schools had the highest number of incidents with 217 records, Community had 56 incidents while people and resources had 20 and 5 respectively.

Classification by Who was Involved

Employee incidents topped the charts with 129 reported incidents, incidents involving pupils had 127 records while agency employees, contractors and others had 13,7 and 22 respectively. Contractor incidents when compared with previous years has remained stable with 8 cases in the previous year. Others refer to incidents where a member of the public, a volunteer, tenant, clients from Firs and in some cases, no one was involved. An example is damage to property due to strong winds

Who Was Involved

- Employee
- Employee-Agency
- Pupil
- Contractor(s)
- Others

96
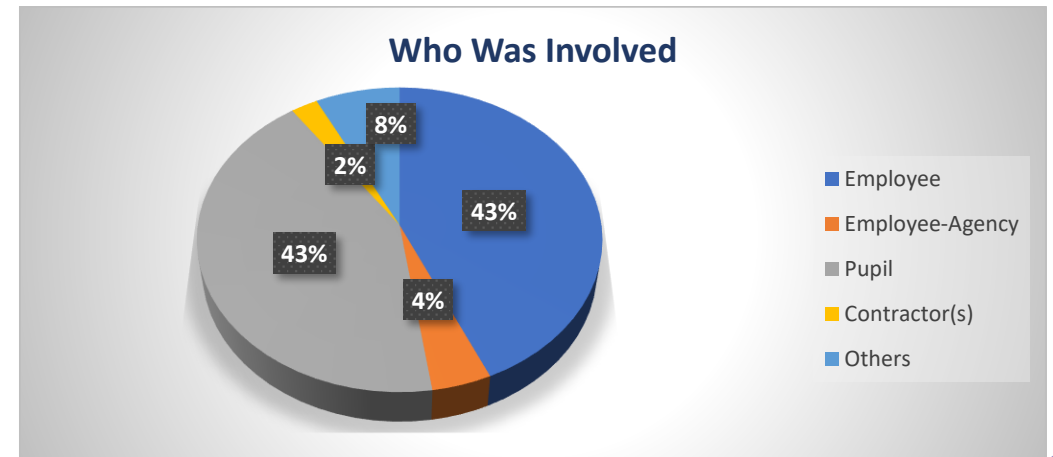
RIDDORS

Row Labels	Count of RIDDOR Reportable
Slipped, Tripped or Fell on The Same Level	7
Hit by A Moving Vehicle	2
Physical Contact (Not Assault)	2
Fell from A Height (State Height in Notes)	2
Incident Involving a Vehicle	1
Incident with Faulty Equipment	1
Grand Total	15

RIDDOR Type of Incident	Directorate	What Happened	Reason	Employee	Employee-Agency	Others
Slipped, Tripped or Fell on The Same Level	School	A teaching assistant tripped over whilst in the playground on duty welcoming students into school	The TA was off work for more than 7days	1		
	Community	A contractor was coming down from the podium and missed a step, slipped and landed on the floor.	The contractor was taken directly to the hospital for treatment			1
	School	A pupil was using the keep fit equipment. He jumped off, slipped and fell hurting his left hand.	Pupil was taken directly to the hospital and sustained a fracture			1
	Community	A driver tripped on ice	IP was off work for more than 7 days	1		
	School	A teaching assistant was showing children how to use the balancing bridge	The TA was taken directly to the hospital	1		

RIDDOR Type of Incident	Directorate	What Happened	Reason		Employee	Employee-Agency	Others
		and slipped and fell down and broke her wrist	and sustained a broken wrist				
	School	A pupil while falling put out his right hand to stop his fall	IP was taken directly to the hospital and sustained a fracture				1
	Community	A cleaner tripped over a lead while vacuuming	IP was off work for more than 7 days		1		
Hit by A Moving Vehicle	Community	A loader stepped into the road and was subsequently hit by a car. The car failed to stop.	The IP was off work for more than 7days		1		
	School	A student was crossing the road (Porlock Avenue) and was struck by a car.	IP was taken directly to the hospital with significant injuries				1
Physical Contact (Not Assault)	School	A pupil fell while playing and fractured his arm in 2 places.	This is a RIDDOR because the pupil was taken directly to the hospital				1
	School	A pupil bumped into another and fractured his femur	This is a RIDDOR because the pupil was taken directly to the hospital				1
Fell from A Height (State Height in Notes)	School	A pupil fell from a climbing frame from a height of about 1.5/2 metres in the playground and hurt her arm.	This is a RIDDOR because the pupil was taken directly to the hospital				1
		A firs client pushed another client off the bus	This is a RIDDOR because the pupil was taken directly to the hospital				1

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RIDDOR Type of Incident	Directorate	What Happened	Reason		Employee	Employee-Agency	Others
Incident Involving a Vehicle	Schools	As staff got into the vehicle and was trying to wear a seatbelt, the driver pulled away and braked sharply.	Staff was off work for more than 7days		1		
Incident with Faulty Equipment	Community	A caretaker hurt his back while closing a damaged garage door	IP was off work for more than 7 days		1		
					7		8

Significant Incidents across the Council

Type of Incident	Directorate	What Happened	Injury Sustained	Action plan/Control
Exposure To, Or Contact With, A Harmful Substance- in this case asbestos	Community-Housing	An asbestos surveying contractor came across loose asbestos debris in electrical intake cupboard	No injury sustained but potential for serious injury/ill health	22/01/2021-The surveyor has sealed the doors (as per photographs). Door looked. 27/01/2021 Warning signage Do not enter placed. Doors looked to el. intake cupboard. Asbestos removal contractor attended and undertook ambient air testing/all clear. Clean up works notifiable, HSE notification done by the Asbestos contractor who will return to clean up the el. intake cupboard and provided site certification for reoccupation.

Lost Time Incidents for Q1-Q4 -Employees and Agency Employees

Person Injured		Days Lost
Employees	12	222
Employees-Agency	1	10
		232

Accident Incident Rate

Accident Incidence Rate=No of defined accidents per thousand employees
Note, the defined accidents is the number of employee incidents

$$\frac{\text{No of defined accidents}}{\text{average number of employees}} \times 1000 \quad (\frac{129}{4943} \times 1000 = 26.1)$$

100

Incident Severity of Incidents for Q1-Q4

Incident - Minor, 104

Accident - Minor, 97

Incident - Moderate, 43

Accident - Moderate, 22

Near miss, 22

Incident - Major, 6

Accident - Major, 4

Legend: Accident - Major · Accident - Minor · Accident - Moderate · Incident - Major · Incident - Minor · Incident - Moderate · Near miss
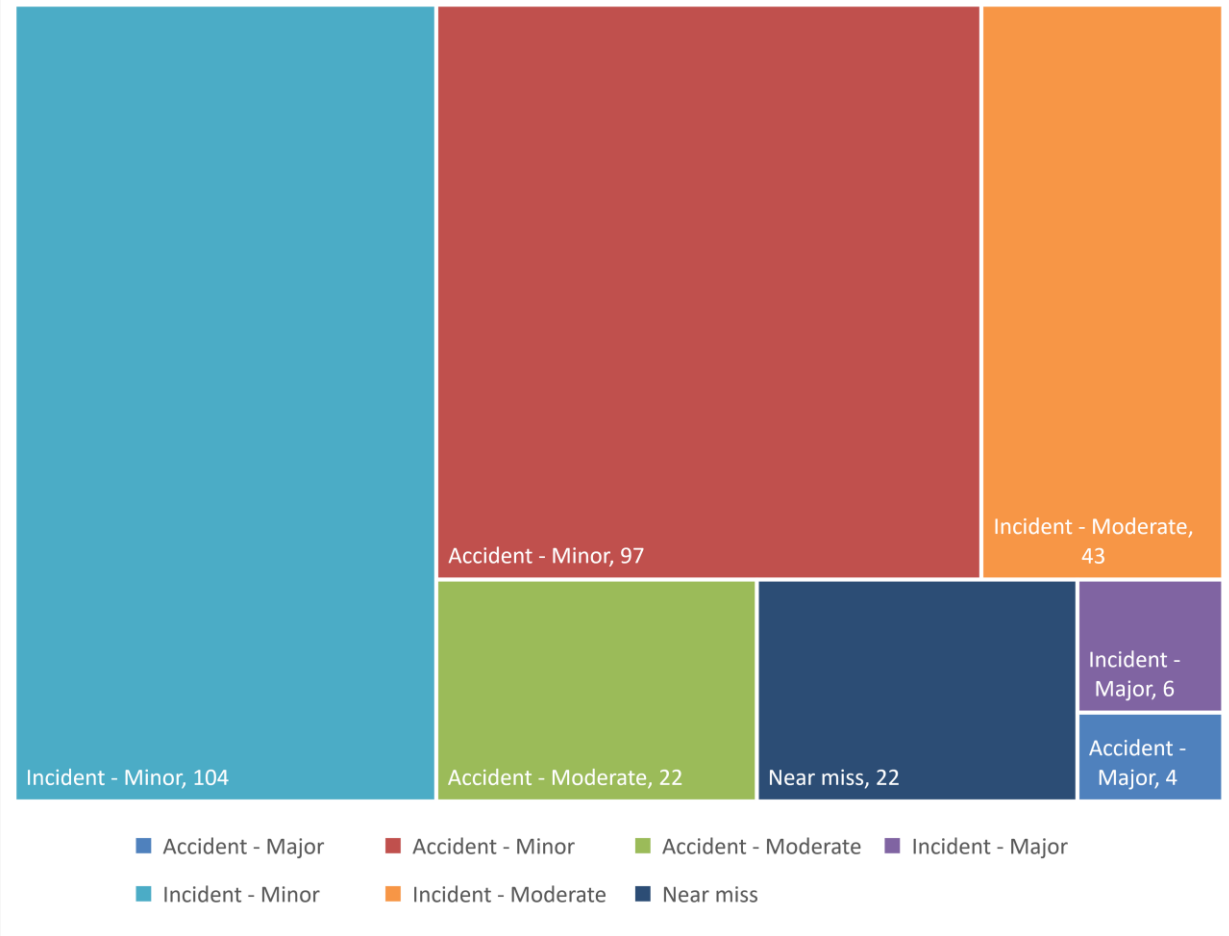
67.5% of incidents which occurred in this time period were minor incidents and accidents and resulted in cuts, bumps, minor scratches and grazes. Most were treated with first aid. Near misses have been investigated. Major accidents all occurred in schools and were incidents such as a pupil was hit by a moving vehicle, sports injury, staff injured while lifting/handling, slips, trips and falls.

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Categories of Accidents/Incident across the Council-Including Schools

Categories of Accidents/Incidents	Count
Allergic Reaction/Anaphylaxis	1
Burns	2
Contact with Moving Machinery or Material Being Machined	1
Contact with Sharp Object	7
Dangerous Occurrence	1
Exposure To, Or in Contact With, A Harmful Substance	3
Faecal smearing	1
Feeling faint / Unconsciousness	3
Fell from A Height (State Height in Notes)	6
Fire Alarm Activated (non-emergency)	1
Foreign Object in Eye	2
Hit by A Moving Vehicle	2
Hit by A Moving, Flying or Falling Object	13
Hit Something Fixed or Stationary	14
Incident Involving a Vehicle	3
Incident with Faulty Equipment	2
Incident with Threatening Behaviour	4
Incident with Vandalism	1

Categories of Accidents/Incidents	Count
Incident with Verbal Abuse	1
Infectious disease	1
Injured While Handling, Lifting or Carrying	8
Insect or Animal Bite	1
Medical Emergency	5
Near Miss	12
Nosebleed	1
Other - Please add details below	8
Physical Assault (due to challenging behaviour)	35
Physical Contact (Not Assault)	26
Physical injury from an unknown origin	2
Physically Assaulted by A Person	49
Property Damage	3
Safeguarding Incident	5
Self-harm	1
Slipped, Tripped or Fell On The Same Level	68
Sports Injury	2
Trapped	3
Grand Total	298

Frequently Reported Accidents/Incidents across the council-Including Schools

Slips, Trips and Falls was most frequently reported although, fewer incidents were reported but there was a general low record of incidents owing to the Covid Pandemic.Challenging behaviour had been the most frequently reported in the previous year.In 2020/21, Challenging behaviour type of incident was changed to physical assault due to challenging behaviour.These incidents are mostly seen with special needs schools like woodlands and kingsley or special needs transport in community and Firs in people services.
In the Least frequently reported incidents category were infectious disease, allergic reaction, dangerous occurrence,activated fire alarm, incident with vandalism,self-harm.
Some other significant incidents include hit by a moving , flying object, hit something fixed, vehicle incidents, injured while handling/lifting, medical emergencies or near misses

Top 5 Accidents/Incidents
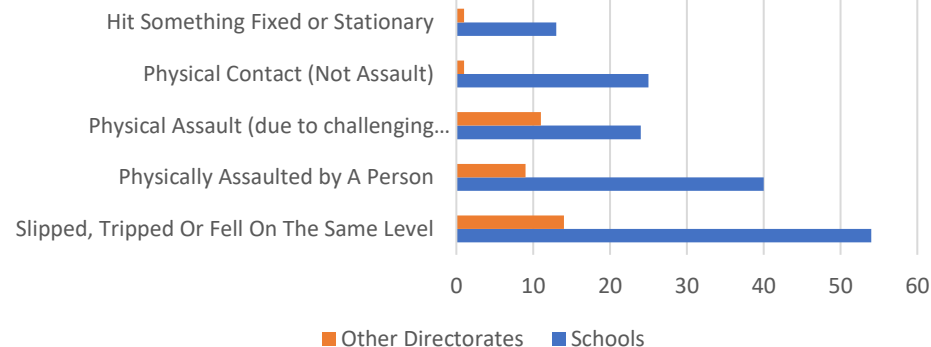
Types of Accidents/Incidents	Other Directorates	Schools	Grand Total	
Slipped, Tripped Or Fell On The Same Level	14	54	68	79% of these incidents occurred at Schools. 13% at community, 6% at People services and 1% in resources. It has been noted that 23% of these incidents resulted in fractures, however, there has been no identifiable trend in method of work, sports activity or playground supervision. Other types of injury include cuts, minor graze, bruising.
Physically Assaulted by A Person	9	40	49	81% of these incidents occurred in schools-woodlands and Kinsley had accounted for most as they are special schools, 8% in community relating to housing and environmental services ,10% in people service which is mainly FIRS. Injury types are bite, minor fracture, cuts, sprain, ache.
Physical Assault (due to challenging behaviour)	11	24	35	69% of these incidents occurred in schools-woodlands and Kinsley accounted for most as they are special schools.17% in community mainly housing and environmental services, 14% in people services-FIRS. Injuries recorded are bites, minor grazes, cuts.
Physical Contact (Not Assault)	1	25	26	96% of these incidents were at schools and 1% in community. Injuries recorded are bruises, bumps, minor grazes.

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Hit Something Fixed or Stationary	1	13	14	93% occurred in schools, 7% in people service. Injuries recorded are eye, mouth and dental injury, concussion, bumps/bruises.

Accident / Incident Analysis Report for Quarter 1 to Quarter 4 (1st April 2020 – 31st March 2021) - Community
Categories of Accident/Incident across Community

Categories of Accidents/Incidents	Count
Allergic Reaction/Anaphylaxis	1
Contact With Sharp Object	1
Dangerous Occurrence	1
Exposure To, Or In Contact With, A Harmful Substance	3
Foreign Object in Eye	1
Hit By A Moving Vehicle	1
Hit By A Moving, Flying Or Falling Object	2
Incident Involving a Vehicle	3
Incident With Faulty Equipment	1
Incident With Threatening Behaviour	4
Incident with Vandalism	1
Injured While Handling, Lifting Or Carrying	5
Insect or Animal Bite	1
Medical Emergency	1
Other - Please add details below	5
Physical Assault(due to challenging behaviour)	6
Physical Contact (Not Assault)	1
Physically Assaulted By A Person	4
Property Damage	2
Safeguarding Incident	3
Slipped, Tripped Or Fell On The Same Level	9
Grand Total	56

Categories of Accidents/Incidents
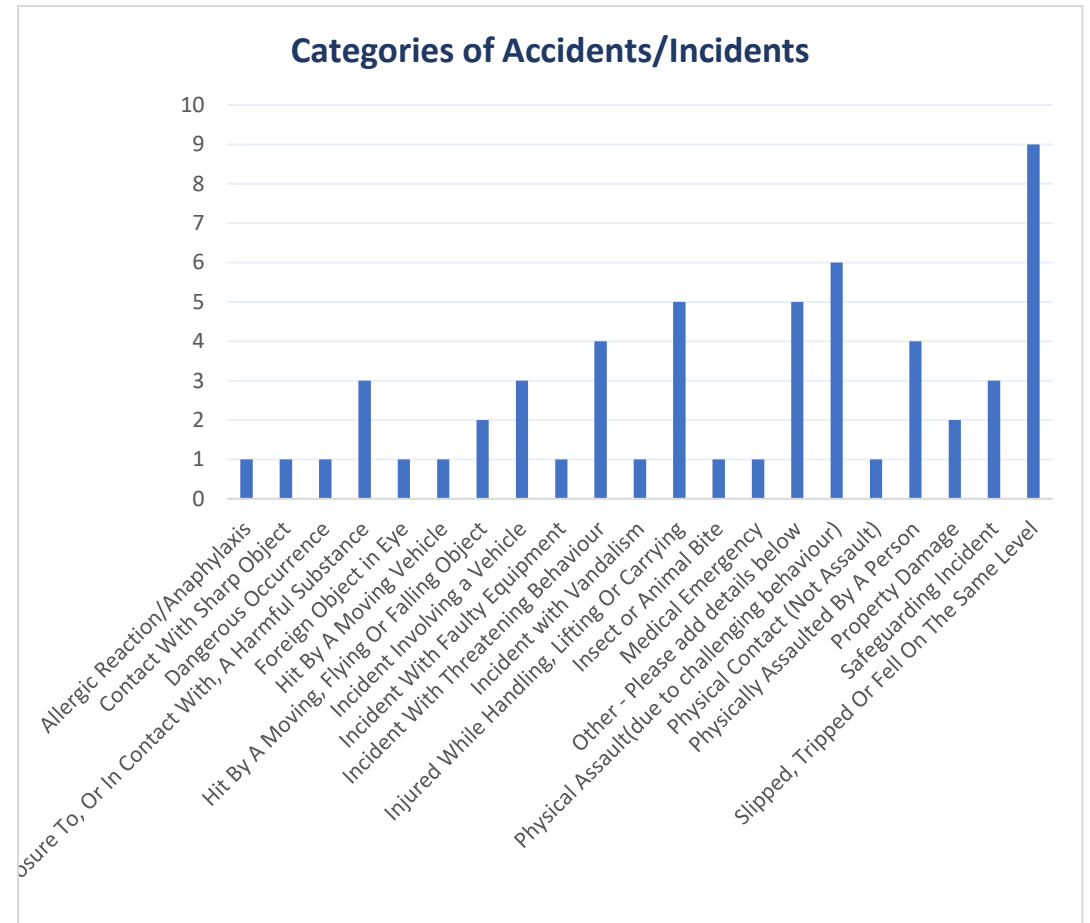
Top 5 Accidents/Incidents - Community		77% of incidents were in environmental services mainly special needs transport, facilities team, domestic team and CA site, 11% in libraries, sports &leisure and 11% in Housing. Injuries recorded are bruises, bumps, a fracture and a nosebleed. Some examples include loss of balance, tripping over an electrical lead
Slipped, Tripped or Fell On The Same Level	9	
Physical Assault (due to challenging behaviour)	6	83% of incidents were in environmental services-special needs transport & facilities management,16% in Housing. Injuries recorded were minor grazes and a minor fracture.
Injured While Handling, Lifting Or Carrying	5	80% of these incidents occurred in housing services-sheltered housing, while 20% was in environmental services-waste strategy. They resulted in bruises and muscular injuries
Other - Please add details below	5	60% of these incidents were in Special Needs Transport, and 40% was in sheltered. Injuries include cuts
Physically Assaulted By A Person	4	75% of these Incidents happened in environmental service-waste strategy and 35% was in housing-resident. Injuries include bruises, bumps

Classification by Who was Involved

Who was involved	Count of Who Was Involved
Employee	28
Employee - Agency	5
Pupil	7
Contractor(s)	4
Others	12
Grand Total	56

Who Was Involved

50% — Employee
9% — Employee - Agency
13% — Pupil
7% — Contractor(s)
21% — Others
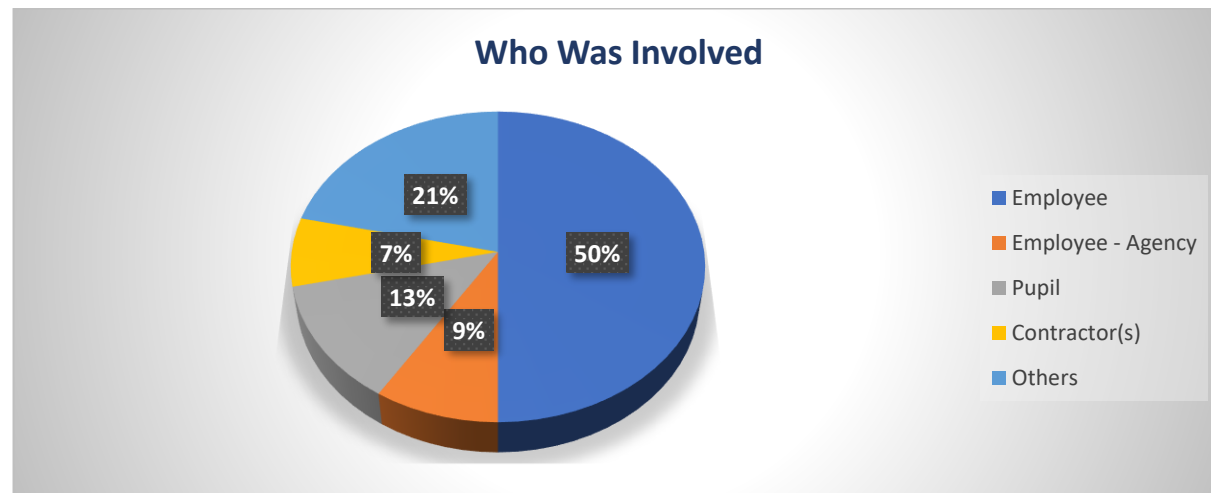
Note: Others here refers to clients, service users, members of the public, Volunteers

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Accident / Incident Analysis Report for Quarter 1 to Quarter 4 (1st April 2020 – 31st March 2021) - People

Who was Involved

- Employee
- Employee - Agency
- Pupil
- Others

70% Employee, 10%, 10%, 10%
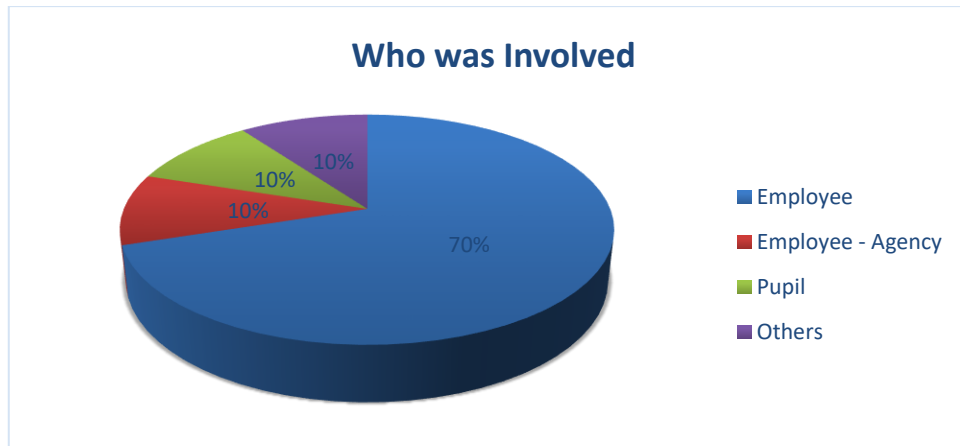
14 employee incidents were recorded, 2 involved agency employees, 2 were with pupils and others includes a young person and an incident where no one was involved

Categories of Accidents/Incidents

Categories: Contact With Sharp Object, Feeling faint / Unconsciousness, Fire Alarm Activated (non...), Hit By A Moving, Flying Or Falling..., Hit Something Fixed Or Stationary, Physical Assault(due to..., Physically Assaulted By A Person, Slipped, Tripped Or Fell On The...
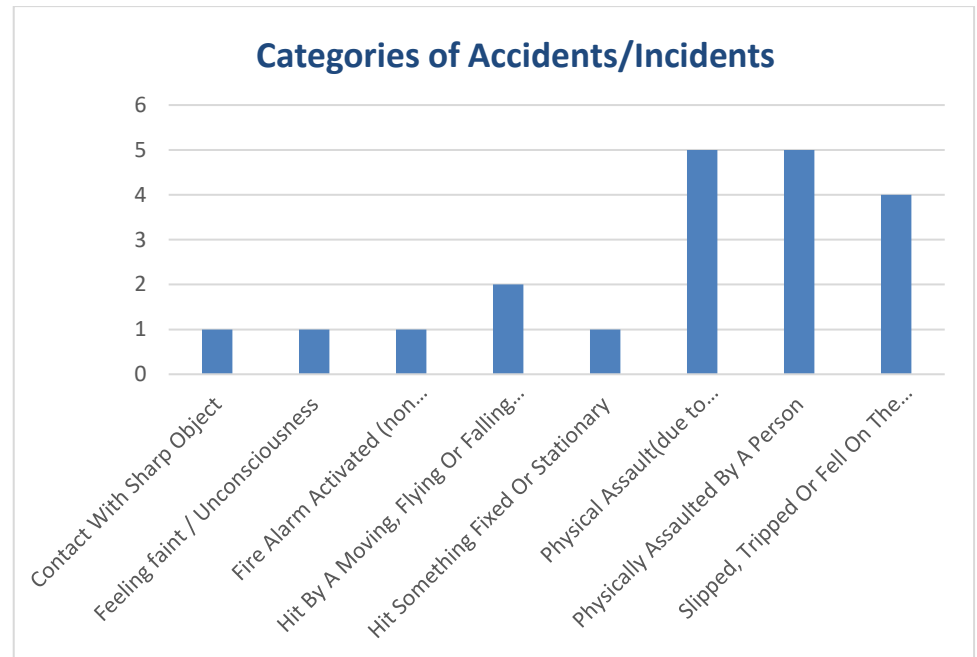
Top 5 Accidents/Incidents - People		100% of these incidents occurred in Children and Young Peoples Service-The Firs. They resulted in minor injuries like grazing, scratches.
Physically Assaulted by A Person	5	
Physical Assault (due to challenging behaviour)	5	80% of incidents of physical assaults were in Children and Young Peoples Service-The Firs, while 20% was in Adult Social Service. Injuries recorded are minor grazes and scratches.
Slipped, Tripped or Fell on The Same Level	4	75% of incidents of slips, trips and Falls occurred at Children and Young Peoples Service, 35% was at Adult Social Service. Injuries were mainly bruising, inflammation, minor grazes, aches
Hit by A Moving, Flying or Falling Object	2	100% of these incidents were in Children and Young Peoples Services-The Firs and Quality Assurance and Service Improvement. Injury recorded was aches
Hit Something Fixed or Stationary	1	100% of these incidents were in Children and Young Peoples Services-The Firs. Injuries recorded were bruising, bumps, swelling

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Accident / Incident Analysis Report for Quarter 1 to Quarter 4 (1st April 2020 – 31st March 2021) – Resources
**Categories of Accidents/Incidents across Resources**

Accident/Incident Categories	Count
Burns	2
Incident With Verbal Abuse	1
Near Miss	1
Slipped, Tripped Or Fell On The Same Level	1
Grand Total	5

Categories of Accidents/Incidents
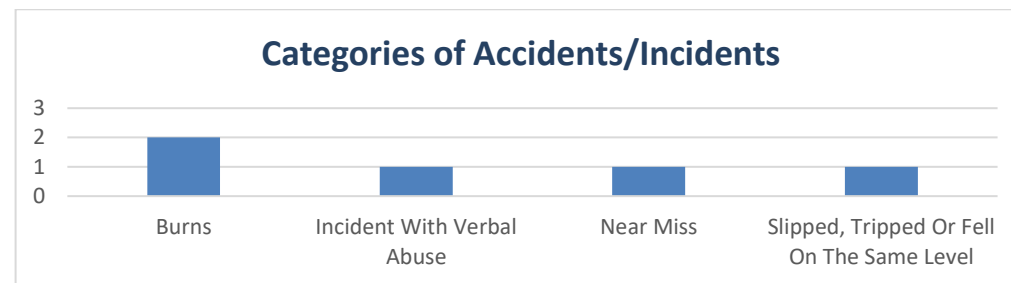
Top Accidents/Incidents - Resources		
Burns	2	50% of burns incident happened in the Revenues team while 50% was in Business Support Hub. They were mostly hot water scalding and did not require major hospitalisation
Incident With Verbal Abuse	1	These incidents did not result in any injuries
Slipped, Tripped Or Fell On The Same Level	1	100% of Slips, Trips and Falls happened in Business Support Hub and resulted in a minor cut
Near Miss	1	There was a near miss incident at Careline and did not result in any injury

Classification by Occupation

Row Labels	Count of Who Was Involved
Employee	4
Employee - Agency	1
Grand Total	5
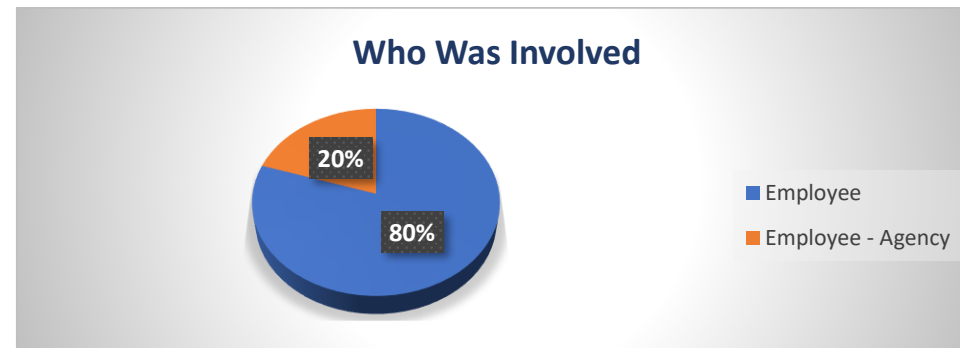
Who Was Involved

Accident / Incident Analysis Report for Quarter 1 to Quarter 4 (1ˢᵗ April 2020 – 31ˢᵗ March 2021) – Schools
Categories of Accidents/Incident across Schools

Categories of Accidents/Incidents	Count of Type of Incident
Contact with Moving Machinery or Material Being Machined	1
Contact with Sharp Object	5
Faecal smearing	1
Feeling faint / Unconsciousness	2
Fell from A Height (State Height in Notes)	6
Foreign Object in Eye	1
Hit by A Moving Vehicle	1
Hit by A Moving, Flying or Falling Object	9
Hit Something Fixed or Stationary	13
Incident with Faulty Equipment	1
Infectious disease	1
Injured While Handling, Lifting or Carrying	3
Medical Emergency	4
Near Miss	11
Nosebleed	1
Other - Please add details below	3
Physical Assault (due to challenging behaviour)	24
Physical Contact (Not Assault)	25
Physical injury from an unknown origin	2
Physically Assaulted by A Person	40
Property Damage	1
Safeguarding Incident	2
Self-harm	1
Slipped, Tripped or Fell on The Same Level	54

Categories of Accidents/Incidents
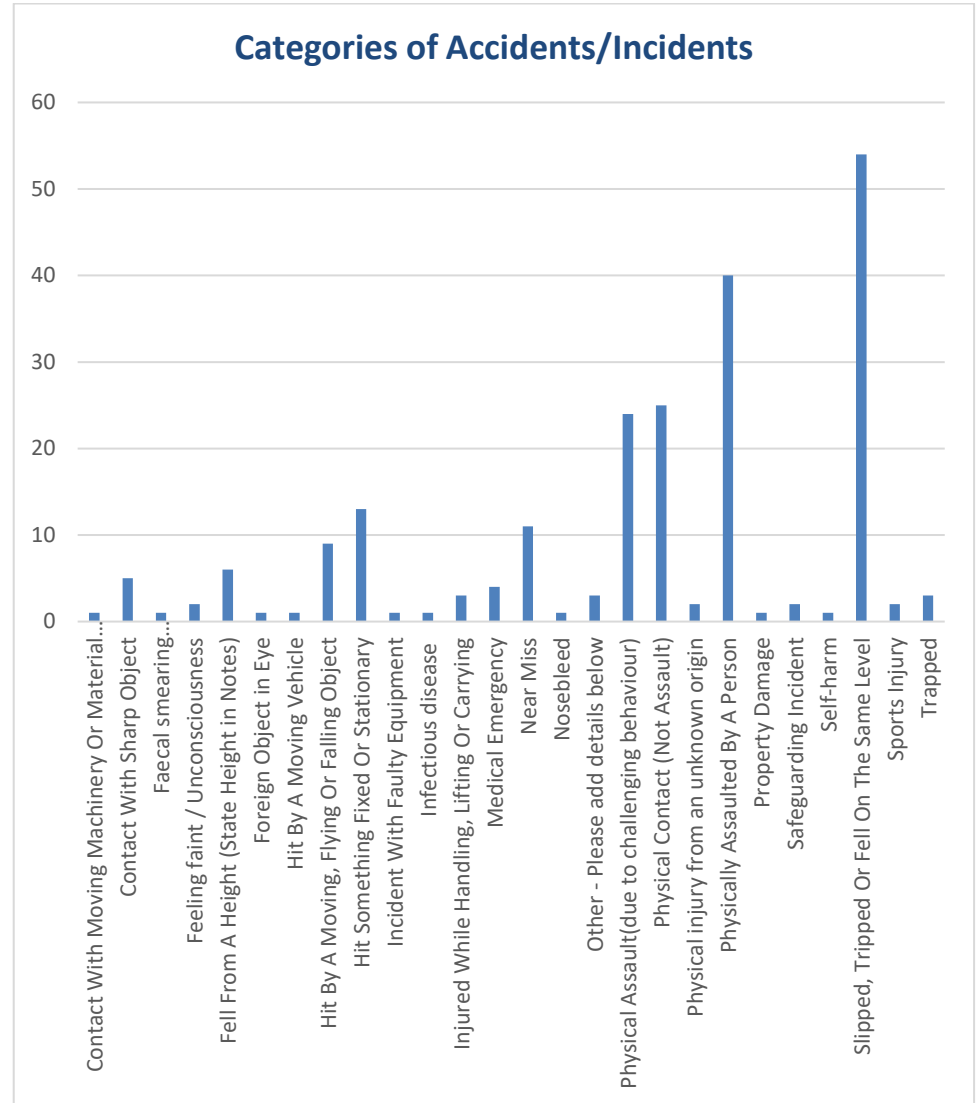
Sports Injury	2
Trapped	3
Grand Total	217

Top 5 Accidents/Incidents in Schools	Type of Incident	
Slipped, Tripped or Fell on The Same Level	54	All cases of **Slips**, Trips, Falls happened uniformly across the SLA schools. Although 20% of these incidents resulted in fractures, they have been investigated and majority were due to lack of due care/attention during playground/ sports. Slips, trips and falls mainly occurred at the **playground**, during **sports activities**, due to a **wet floor** and sometimes **poor attention while walking**
Physically Assaulted by A Person	40	92% of incidents of physical assaults occurred at Woodland and Kingsley High School. 3% was at Cannons Lane and 3% at Glebe Primary School. Physical assault by a person comprised of mainly **bites**, **scratches**, **hits**, **kicks** between pupils and teachers or teaching assistants and resulted in bruising, minor grazes, cuts
Physical Contact (Not Assault)	30	All cases of these incidents are spread uniformly across the SLA schools- woodlands, Camrose, Longfield, Elmgrove, Glebe, Vaughan, Cedars, and Kingsley High School. Injury recorded are minor grazes, cuts, bumps and 2 minor fractures. Some examples include **bumping into each other during sports/play**
Physical Assault (due to challenging behaviour)	24	96% of these incidents occurred at Woodlands School and Kingsley High School. These schools are special needs schools. St. Joseph had 4%. Injuries include bites, grazes.
Hit Something Fixed or Stationary	13	These incidents were spread evenly across Cedars, St Joseph, Kenmore Park, Longfield, Whitmore and Woodland School. Injuries reported includes eye, mouth and dental injury, head injury and bumps.

Classification by Occupation - Schools

Who was Involved	Count of Who Was Involved
Employee	83
Employee - Agency	5
Pupil	118
Contractor(s)	3
Others	8
Grand Total	217

Note: Others refers to service users, young persons, member of public
and no one was involved in some cases such as fire alarm activation
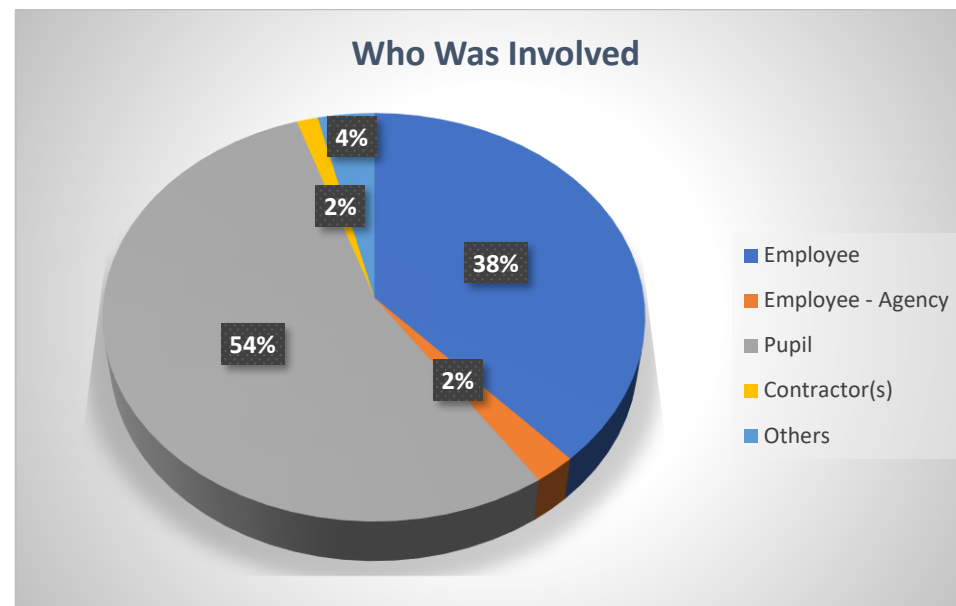
APPENDIX 2 – TRENDS

We will be comparing accident/incident data across Harrow Directorates over a period of 4 years (2017/2018, 2018/2019, 2019/2020 and 2020/2021)

1.Accident/Incident Records across the council over 4 years

Number of accidents/incidents across the council over a period of 4 years
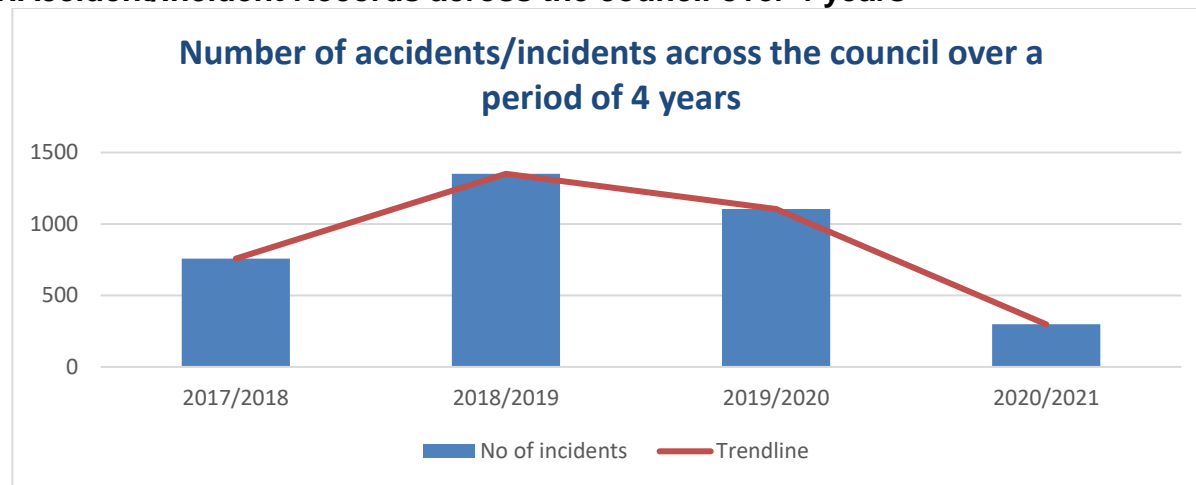
A steady decline in accident reporting can be observed from this data. This is due to the Covid-19 pandemic. The resultant lockdown and stay at home directive meant less accidents were recorded especially in schools as this directorate impacts largely on the number of accidents reported.

2. RIDDORS

There has been an increase in the number of incidents reported as a RIDDOR. Data compared across 4 years shows that in 2017/18, 4.2%(32 out of 757), of all reported incidents were RIDDORS, 2018/19 had 0.2%(24 out of 1351), and 2019/20 had 0.8%(9 out of 1105), while 2020/21 had 5%(15 out of 298). Lost time injuries and the number of schools which have signed up to the Health and Safety Service Level Agreement can impact the number of RIDDORS. A slight increase has been observed with lost time incidents, this might be sufficient to account for the increase in RIDDORS.

Number of Riddors
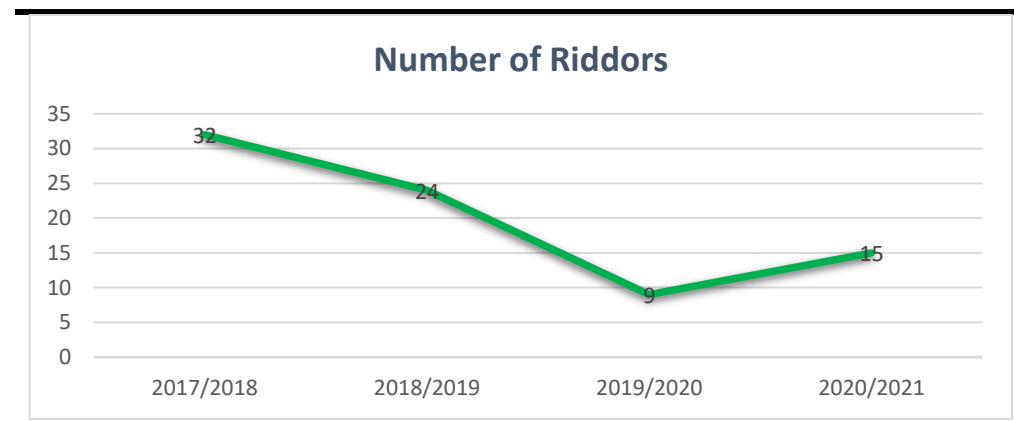
3.Lost Time Injuries- Number of Lost time injuries saw a slight increase, the number working days lost has remained high and only saw a decrease in 2019/20.The directorate mostly impacted by lost time incidents is community with 48 cases, schools trails not far behind with 40 cases. We also had very few cases in people and none in resources. Employee incidents had the

Lost Time Injuries

Directorates Affected

Who was Involved
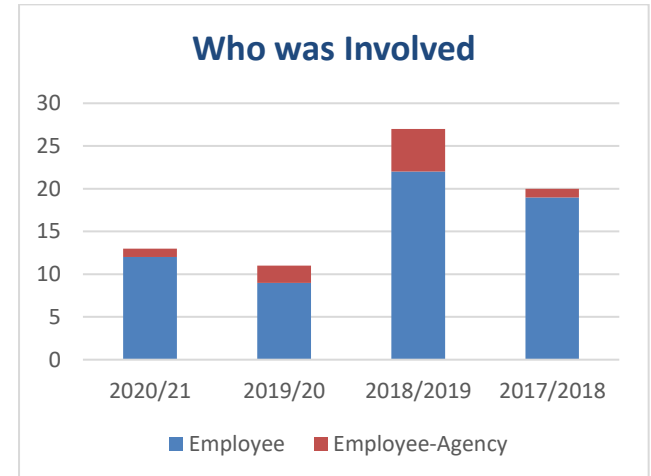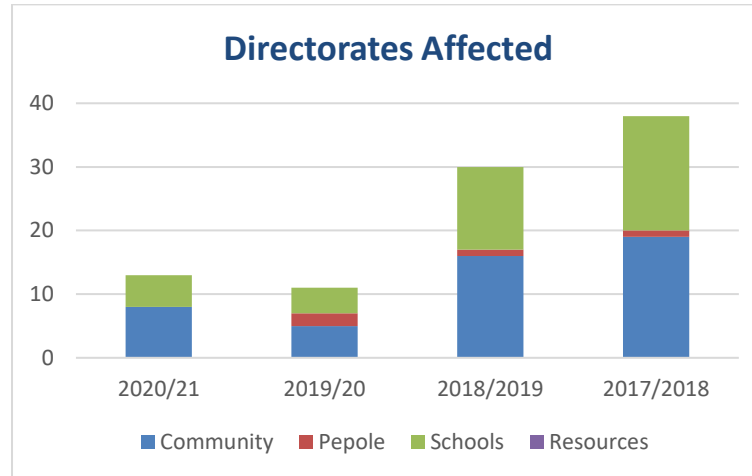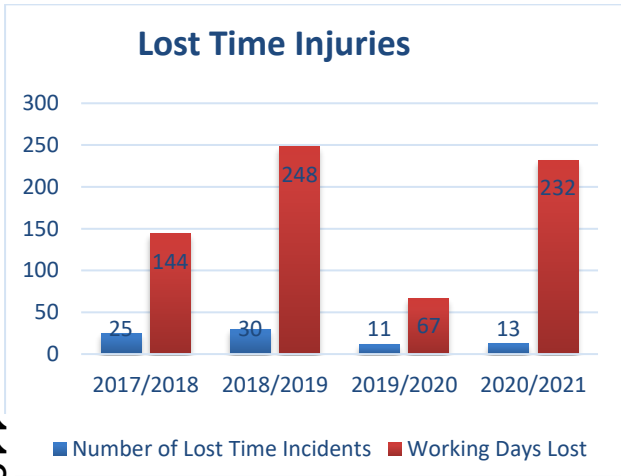
4.Yearly Comparison across the 4 directorates

Schools had the highest reported incidents in 2018/19 with 986 records. A clear downward trend can be observed in community and Commercial directorates. Commercial directorate constantly has the least number of reported incidents and its numbers have remained stable. People directorate saw an upward trend in 2017, 2018 and 2019 however, in 2010/2021 a decrease of 117 is noted. This was no doubt due to the Covid pandemic and the stay at home orders.

Yearly Comparison across the 4 directorates

5.Top 5 Frequently Reported Incidents
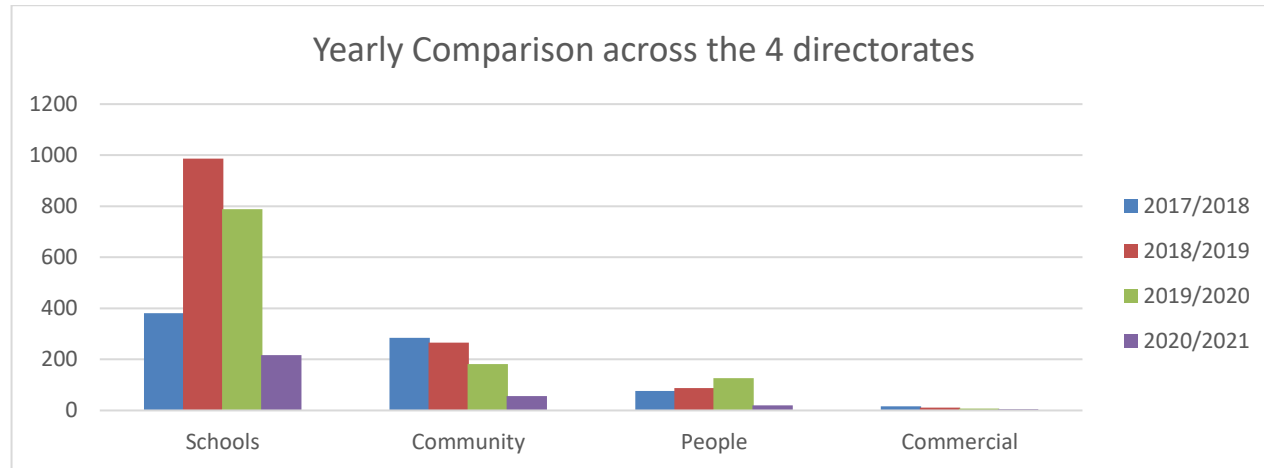
Frequently Reported Incidents
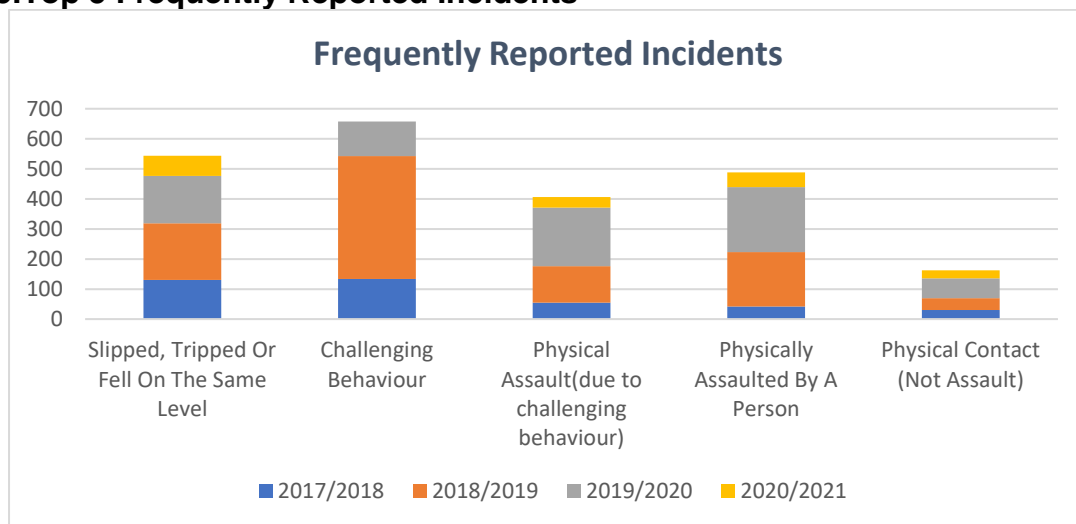
Challenging behaviour was most frequently reported in 2017, 2018 and 2019 across the system with 2018 having the highest number recorded. Slips, Trips and Falls has been consistent across the directorates however, in 2020/21, it became the most reported incident type, although, fewer incidents were reported but there was a general low record of incidents owing to the Covid Pandemic.Physical contact(not assault) has remained fairly constant.

In the Least frequently reported incidents category were electrical fault, incident with vandalism,fatality,self-harm,stress, work related illness and exposure to harmful gases or vapours.

Some other significant incidents hit by a moving , flying object, hit something fixed, vehicle incidents, injured while handling/lifting, medical emergencies or near miss had lowest values of 13 and highest of 66.With lowest values in 2020/21 due to the Covid-19 pandemic

6.Top 5 Frequently Occuring Injuries

Over the 4-year period, 25% (871) of incidents resulted in no injuries. Bruising/bumps/swelling accounted for 16% (578) of injuries and remains the top injury reported. Cuts/Laceration made for 8% (283), Pain/Ache was 7% (231) while Minor Fractures accounted for 3% (113).

Frequently Occuring Injuries

7.Who was Involved

Who was Involved

Legend: ■ Employee ■ Employee-Agency ■ Pupil ■ Contractor(s) ■ Others
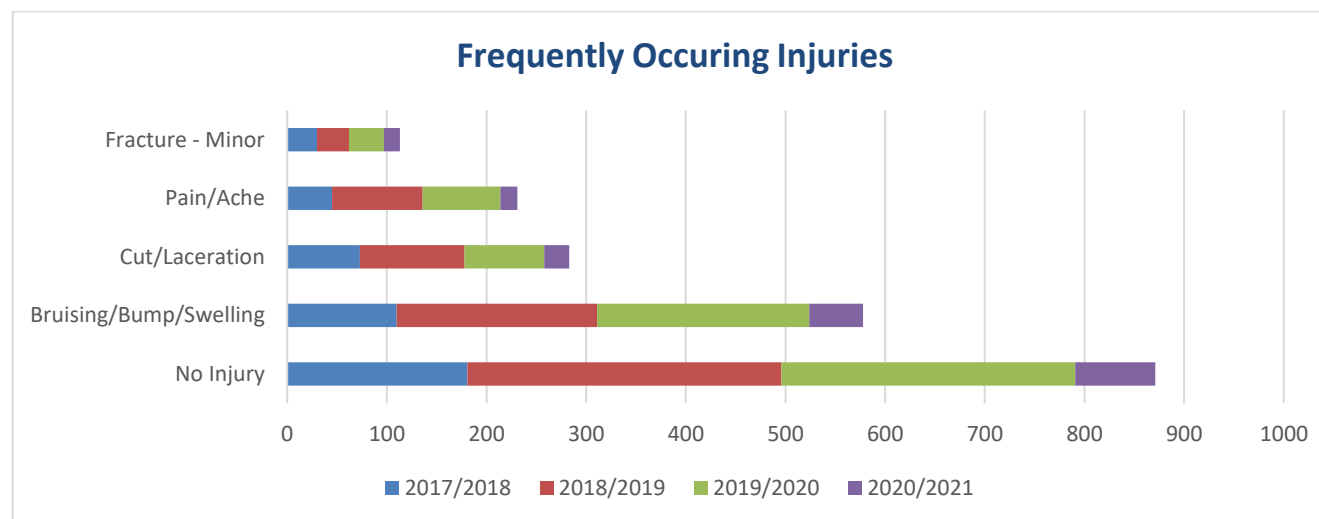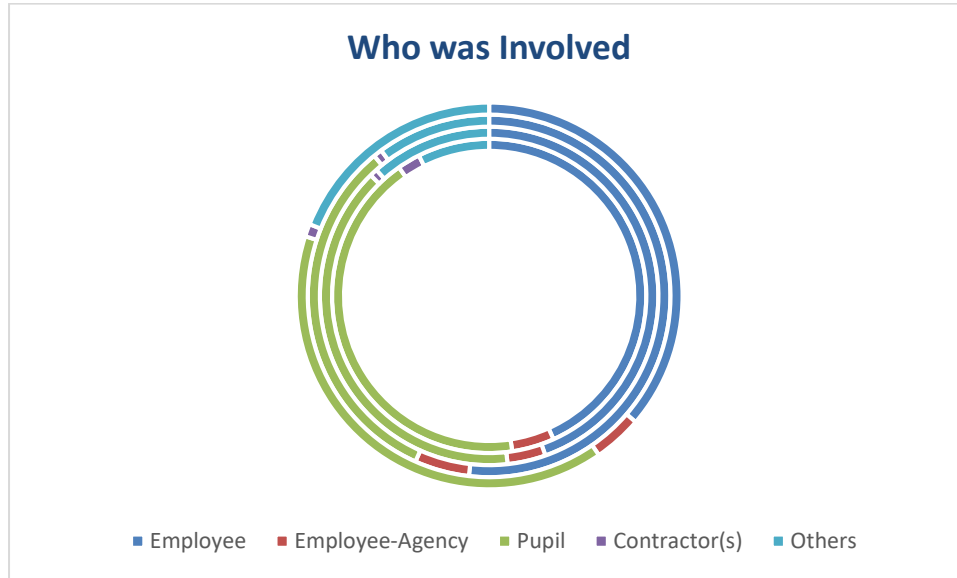
Across the 4 years, the chart shows that majority of the incidents recorded involved employees and pupils.2018/19 saw an increase in the number of employee incidents from 276 in 2017/18 to 668 in 2018/2019; however, more incidents were also recorded in 2018/19, this could account for this increase. Pupil incidents were highest in 2019/2020 with 418 incidents recorded, however, majority of these incidents were minor incidents resulting in bruises, bumps or cuts. Contractor incidents have remained fairly stable with values ranging from 7-10 across the years. Others refers to incidents which involved members of the public, clients from firs/SNT, volunteers, service users, tenants, and in some instances where no one was involved such as property damage due to strong winds.

APPENDIX 3 – H&S Strategy 2019-2022 And Corporate H&S Plan 2021-22

OCCUPATIONAL HEALTH AND SAFETY STRATEGY

2019 – 2022
Corporate and Council Housing

Provision of service of:

- **Health & Safety**
- **Fire Safety**
- **Asbestos Management,**
- **Occupational Health Management**
- **Employees Assistance**

	Name	Signature		Date
Prepared by:	John Griffiths			01/03/2020
Checked by:	Richard Lebrun			06/08/2020
Approved by:	Paul walker			07/08/2020
Document Title:	OCCUPATIONAL HEALTH & SAFETY STRATEGY 2019 - 2022			
Version Number:	1	Date of Next Review:		01/04/2021

Occupational Health and Safety Strategy

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CONTENTS

MANAGEMENT SUMMARY

It is essential to the achievement of our strategy for Health and Safety to ensure that access to the right knowledge, skills, and support is available to staff not only when, but also before, they need it, and that this is widely communicated and understood to achieve a culture of health and safety excellence. Key to achieving this is the actions and support of the Corporate Health and Safety Team through continuous improvement and maintenance of the safety management system (SMS) by qualified and competent safety practitioners.

In line with best practice the strategy and model for the safety management system follows the precepts laid down in the Health and Safety Executives guidance 'Managing for health and safety (HSG (65)'. The strategy therefore is based on the principles of the Plan, Do, Check, Act approach and aims to achieve a balance between the systems and behavioural aspects of management. It also builds in health and safety management as an integral part of good management generally, rather than as a stand-alone system.

To achieve this, in addition to providing systems for policies, organisation planning, arrangements, training, communication and measurement there are clear objectives and monitoring of performance by the Corporate Health and Safety Team through health and safety management plans and proactive audit programmes.

In addition, the strategy looks to ensure all Directors, Managers, Department Management Teams and Service Managers lead by example by demonstrating best practice in health and safety management and ensuring whenever possible, that all management decisions further health and safety objectives.

This strategy is intended to incorporate the whole Council; it is about effective partnerships between managers, staff and trade unions that are all crucial to successful health and safety management. Poor health and safety management is rarely the result of malicious intent. Support by professional safety practitioners, training in health and safety skills and risk management are key to achieving a strong health and safety culture which benefits all staff, service users, pupils, visitors and contractors who work in our premises, and improves the quality of our service.

This strategy is intended to create a safety culture that places a high level of importance on safety beliefs, values and attitudes that is positively shared by the majority of people with the organisation or workplace. A positive safety culture can result in improved workplace health and safety and organisational performance

INTRODUCTION

The Health and Safety at Work etc Act 1974 places overall responsibility for health and safety with the employer. In this case the employer is Harrow Council and the expectation is that health, safety and wellbeing are, in turn, the responsibilities of the Chief Executive and Board of Directors. In respect of matters pertaining to Health, Safety, Welfare, Asbestos Management, Wellbeing and Occupational Health; the Chief Executive of Harrow Council is the Duty Holder.

Where suitable and sufficient competent advice and support is not available in organisations there will be clear failings in meeting legal requirements and hence considerable exposure to risk of prosecution to individuals and the organisation. Furthermore, there is additional exposure to moral failings, the cost of expensive litigation and reputational damage.

The Council's corporate Health and Safety Team provides a Health & Safety, and Fire advisory service. Asbestos Management is managed by facilities management that facilitates risk reduction and helps develop or sustain inbuilt safety management. This should form part of the organisational management system that enables achievement of legal requirements. Specifically, as experienced practitioners, the teams are used to dealing with the processes undertaken by the local authority; they are experienced in the application and requirements of legislation and how it can be effectively applied judicially in this arena. In addition, provision of a comprehensive occupational health service with employee counselling and support service enables the Council to facilitate the well-being of all their employees.

The Council achieves its obligations in a number of ways that includes; a comprehensive system of occupational health support, employee counselling service, asbestos plans and surveys, safety processes, policies, guidance etc. Moreover, they can provide the, more intangible, experienced competent advice tailored to support the organisation.

This document sets out the strategy for Health and Safety, asbestos management and Fire Safety for Harrow Council for the three years between 2019 and 2022. It aims to build on the work already achieved to date in improving the health and safety management systems across the Council and thereby reduce illness, ill-health damage and loss, whilst continuing to deliver services to the people within the London Borough of Harrow.

1.0 BACKGROUND

In recent years legislation has reinforced the need for organisations to ensure effective management of safety, health, wellbeing, fire and asbestos. The Health and Safety Offences Act 2008, has increased penalties and provides courts with greater sentencing powers for those who break health and safety law. The Corporate Manslaughter and Corporate Homicide Act 2007 has meant organisations can be

found guilty of corporate manslaughter as a result of serious management failures resulting in a gross breach of a duty of care.

Statutory obligations for health and safety arrangements can be found in the Health and Safety at Work etc Act 1974 and Management of Health and Safety at Work Regulations 1999 - specifically regulations 5 and 7 that refer to the need for competent advice and ensuring a suitable and sufficient safety management system exists (see also the Health and Safety Executive (HSE) HSG 65 Guidance).

The HSE, although the enforcing authority, are keen to point out that the many employers who do manage health and safety and wellbeing well, have nothing to fear from legislative requirements.

Harrow Council achieves high standards through the use of an occupational health provider and established in-house services for health and safety. Harrow Councils Corporate Health and Safety Team consist of a three professional experienced, qualified safety practitioners. The team are fully aware of the impact and need for competent advice to ensure effective delivery of a health and safety management system.

1.1 The Current Situation

Corporate Health and Safety sits within the Community and Public Protection Service, being three members of staff with responsivity for the overseeing of the corporate health and safety system and provision of advice.

Occupational Health remained part of the function of the Human Resources Team, including the provision of service by Health Management Ltd (HML) which oversees fitness to work and vaccinations.

In terms of the Corporate Health and Safety Board, this is chaired by the Corporate Director for Community.

The Corporate Director for Community launched a refresh of health and safety within the council, setting up a new meeting hierarchy that put the frontline staff at the heart of health and safety in their areas through the use of safety teams.

The safety teams are a joint worker management team that assists the employer in creating and maintaining a safe workplace. The goal of the team is to enhance the ability of workers and employers to resolve safety and health concerns reasonably and co-operatively.

The strategy seeks to replicate joint worker safety across all directorates and all levels of the council.

The Council Corporate Health and Safety Team have three health and safety advisers that provide an advisory service that covers corporate and schools.

Together the team provides a comprehensive Safety Management System that provides organised processes with planning, policies, monitoring and ongoing review; a wide range of advice, guidance and assistance that includes: management of Asbestos, Occupational Health, Well Being, Health and Safety, Welfare and Fire Safety across the whole Council.

The Corporate Health and Safety Team comprehensive Safety Management System ensures that the Council reduces health and safety risks across the board. This, in turn ensures we meet with statutory obligations, minimise costs from losses or civil litigation and fulfil our moral obligations to all those affected by our undertaking which includes; employees, contractors, school pupils, those who visit, play or use corporate premises, or live in Council Housing. We do this by:

- Ensuring that health and safety remains a vital part of standard management practice across the Council and provide planning for this to be achieved;
- Providing information, advice and training to all employees to help them stay safe at work and understand their own responsibilities to themselves and others;
- Developing strategic and operational initiatives and reviews that properly address any Health, Safety or Fire related risks associated with Council Housing, Council operations, schools and premises;
- Ensuring provision of an Occupational Health Service for all employees;
- Ensuring that risk assessment remains the process by which hazards are identified and risks arising are eliminated or adequately controlled;
- Monitoring standards by undertaking; audits, inspections, asbestos surveys, investigating significant accidents and incidents and providing interpretation of Health and Safety legislation that impacts on the Council;
- Management that ensures protection from exposure to asbestos in or near any of our premises.
- Monitoring of contractors for Health and Safety particularly with regard to Council Housing.
- At the start of each new financial year set out a Corporate Health and Safety Plan detailing the planned programme of auditing that designated safety advisers will undertake.

In all cases, the primary intention is to utilise resources in a way that assists with the development and implementation of systems that proactively reduces risk and gives feedback on performance **before** an accident, incident or ill health.

2.0 Corporate Health and Safety Governance Overview

The Council Corporate Health & Safety Policy clearly sets out roles and responsibilities to meet the needs of health and safety.

To ensure a successful culture is the responsibility of all management. To this end, all Heads of Service shall be the primary lead for health & safety in their services, with a nominated person acting as safety representative for that service. This is in conjunction with any Union Health & Safety representative.

Safety circles have been introduced as a means of communication and tackling safety issues at the most appropriate level. They will be chaired by the Safety Circle Lead and involve staff and representatives of all of the services represented. Heads of Service should ensure that suitable representatives are nominated and that all risk areas covered. These meetings shall take place as a minimum every 2 months.

The purpose of these meetings is to:

- Involve managers and employees in achieving a safe and healthy workplace.
- Review safety-related incidents, audits
- Review management and Corporate H&S audits of the workplace, communicate identified hazards, and recommend immediate methods for eliminating or controlling them.
- Introduce and assist with workplace safety and health initiatives and recommend improvements to management.

The Safety Circle is a space to share information and discuss specific risks in the service areas represented and maintain a record of issues raised and actions completed.

All actions shall be recorded on the SHEAssure software, with clear timescales. A review will take place at the directorate management meeting to ensure actions are being followed up and information fed into the directorate risk registers monthly.

Updated risk registers and any areas of key risks are raised quarterly to the Directorate Joint Committee for discussion, including with Unions. Decisions to escalate to the Corporate Health & Safety Board shall be made at this point. All actions recorded on the SHEAssure software.

The Corporate Health & Safety Board will meet on a quarterly basis and will:
•   Sign off all health & safety risk registers;
•   discusses areas of concern and
•   agrees items for future agenda items / areas of concern for DMTs and Safety Circles

Minutes of Corporate Board sent to Corporate Strategic Board and loaded onto SharePoint software. CSB will have the overview of corporate Health & Safety and Occupational Health / Wellbeing, and co-ordinate joint approach.

CSB retains overall governance of corporate health & safety, ensuring the aims and objectives are being met. They shall discuss any areas of concern and identify any issues they want to know more about or provide direction where needed.

Any actions resulting from CSB shall be recorded on the Assure SHE software and fed back to DMTs for action.

The Corporate Health & Safety Team shall oversee the process including being the administrators of the Assure SHE software. They shall also provide the relevant statistics and information to inform safety circles, directorate meetings and the corporate health and safety board

Meeting Structure

Governance

Chief Executive — Overall responsible person for corporate health & safety within the organisation

Corporate Strategic Board

Corporate Health & Safety Board

Directorate Joint Committee

Directorate Management Meeting

Safety Circle

Employee Responsibilities

Overview

Portfolio lead member.

To be informed of all risks every 3 months associated with decisions, asked to approve or consider

Governance

Corporate Director - Community — Delegated Lead for Corporate Health & Safety, Including Chair of the Corporate Health & Safety Board

Strategy

Divisional Director – Environment & culture — Director responsible for Corporate Health & Safety Operational function

Strategy/Ops

Head of Service – Community & Public protection — Responsible for Corporate Health & Safety function which sits within service

Operations

Team Leader – Commercial Safety — Operational Lead for Corporate Health & Safety, including Providing corporate policy's, Procedures and advice

Principal EHO – Commercial Safety

Commercial Safety Team

Corporate Health & Safety

3.0 PRIORITIES AND AIMS FOR 2019 - 2022

Over many years the Corporate Safety Team has committed time and resource towards developing a comprehensive set of Corporate Health and Safety policies and supporting guidelines which are kept under review and audited against. These systems and procedures enable departments, in turn, to ensure the development of the necessary health and safety documentation that meets as minimum, statutory obligations together with corporate policies. To build on this, the following priories are highlighted for the next three years:

a) *Maintaining and improving the Council's safety management system*

Through supporting the Executive Management Team, Departmental Management Team, managers, with review and monitoring process which support initiatives, remediation and decision making.

b) *Completing a series of audits, risk assessments and surveys*

This includes schedules for the following health, safety and fire processes:
- Internal fire and health & safety audits on identified teams, premises and processes for corporate and council housing buildings
- Audits in schools and children centres.
- Fire Risk Assessments for corporate, schools and council Housing.
- Fire Risk Audits for Corporate buildings.

c) *Maintaining an Asbestos survey programme*

To locate, assess and monitor the condition of asbestos containing materials within the council's corporate and Council Housing portfolio with schedules which includes:
- Corporate Asbestos survey programme
- Council Housing Asbestos survey – common parts (statutory) and void dwellings
- Schools asbestos survey programme (statutory)
- Asbestos awareness training
- Reactive response to Refurbishment & Demolition surveys and incidents

d) *To support managers and staff in achieving suitable levels of health & safety competency;*

Effective management of health and safety involves people using their skills and knowledge to work safely. A fundamental requirement is for all managers to undertake British Safety Council Training to provide them with a solid grounding in the requirements of Occupational Health and Safety legislative requirements. Undertaking computer based training modules will ensure knowledge is continually professionally developed and reinforced. This will in turn help ensure managers have the basic skills to identify the health and safety competency needed by their staff.

e) *To ensure the Occupational Health Service continues to provide adequate health surveillance, return to work rehabilitation, health promotion and reduction of work-related sickness absence;*

The Council will continue to work in close partnership with its appointed Occupational Health Service provider to ensure the most efficient use of service resources.

f) To build on the communication and consultation arrangements to ensure staff are fully involved and committed to achieving acceptable health and safety standards;

To achieve success in health and safety management, there needs to be effective communication up, down and across the Council. Front line staffs are involved in communication primarily through the risk to their health and safety identified in their risk assessments, and the preventive and protective measures necessary to control risk. This is supported with safety circles, tool box talks that reinforce a process for direct consultation. Further to this, other means of communication include newsletters, and the council intranet.

At a more strategic level; all Directorates are to have effective health and safety committees with Executive Director Representation on the Corporate Health and Safety Committee. Representatives of each Directorate are expected at attend a Corporate Health and Safety Committee that now has a corporate lead (Corporate Director of Community) and steer on health and safety.

g) To encourage greater visible and active leadership on health and safety matters by managers;

Active leadership is essential if the Council is to foster a positive health and safety culture. The Corporate Health and Safety Team have promoted this through making available British Safety Council training courses for both Senior Managers/Directors and those who managed staff.

h) To align health and safety more closely with the overall Risk Management arrangements;

The Councils Risk Management Strategy aims to establish a culture where risks are understood and managed. Health and Safety management aims to ensure risks to health and safety are identified and managed. While Risk Management covers all business risks and is focused on the major risks to the Council, there are areas where the two strategies meet. Health and safety processes and arrangements should therefore be seen and understood as supporting the Risk Management Strategy. Significant health and safety issues identified during risk management assessments will therefore be communicated to the executive board.

i) To ensure good health and safety practice in our relationships with partners;

As well as setting out to improve our own health and safety performance, the Council will work with its partners to improve health and safety overall in the delivery of its services. The aim will be to share knowledge and experience and at the same time provide managers overseeing contracts with feedback on safety standards.

3.1 Monitoring Progress against Aims & Priorities

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A number of proactive measurement activities take place to monitor safety performance for the Council. These measures are set out with performance targets in the Corporate Health and Safety Management Plan which is agreed by Executive Management Team at the start of the financial year.

The key measures against which progress will be assessed in meeting the strategic aims and priorities are;

- Number of audits and compliance levels achieved
- Number of Fire Risk Assessments and actions completed
- Number of Asbestos surveys completed
- Number of Asbestos re-inspections completed

Other methods of monitoring the success of the safety management system are**:**
- Review of accidents and statistics and related sick leave.
- Number of staff undergoing health and safety training
- Computer Based Training completed
- Senior managers safety tours completed
- Manager's self- audits completed.
- Health and Safety performance reports
- Action status of items on risk registers

4.0 HEALTH AND SAFETY MANAGEMENT SYSTEMS

The Management of Health and Safety at Work Regulations 1999 – Regulation 5 - requires Harrow Council to have arrangements in place for managing health and safety. Like any management system, it is essential that the Council collects information on the system implemented if it is to be able to make judgements about its adequacy and performance.

The system followed by the Corporate Health and Safety Team is based on that described in HS(G)65 *Successful Health and Safety Management*. Diagram 1 illustrates the system showing the main topic headings and the communication flows by which continuous improvement in health and safety management is achieved. Health and safety audits aim to verify compliance with each aspect of the management system:

Information link   - - - - - - - - - - - - ▶
Control link

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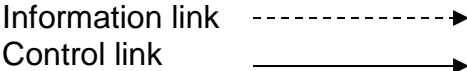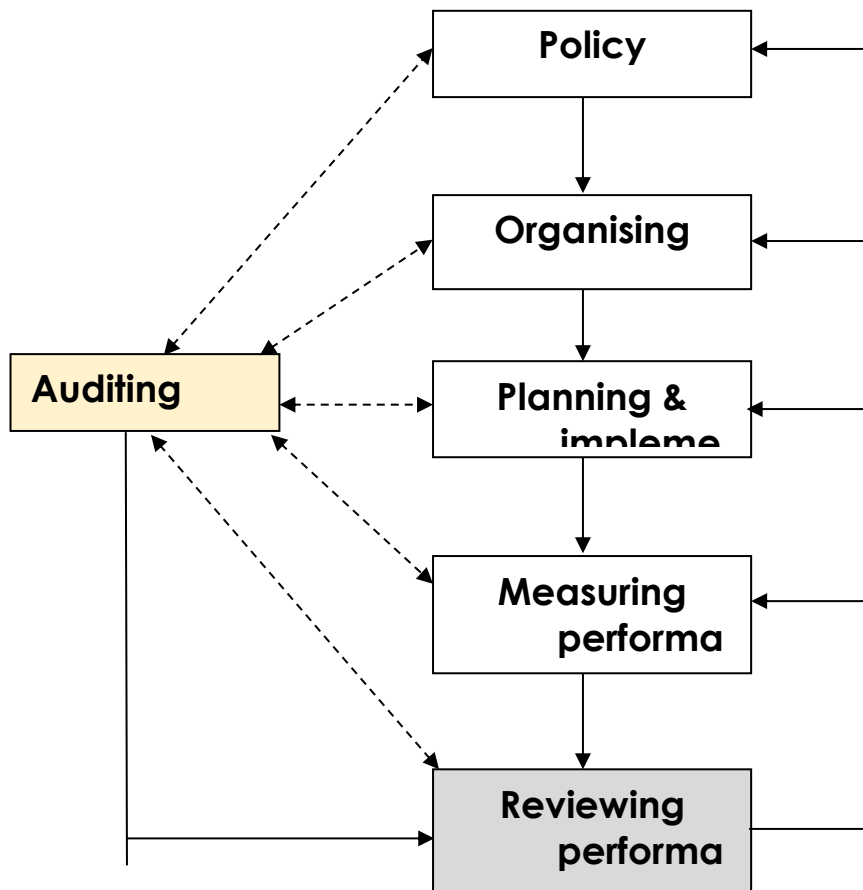
Diagram 1: HS(G)65 Health and Safety Management System Elements

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POLICY
Effective health and safety policies set a clear direction for the Council to follow. They contribute to all aspects of business performance as part of a demonstrable commitment to continuous improvement. The Council already has a well-developed set of Corporate Policy Arrangements that are available on the council SHE software system and this is subject of a rolling programme of review.

ORGANISING
The Council needs to ensure that it has an effective management structure and arrangements are in place for delivering its health and safety policies. To achieve success, all staff will need to be motivated and empowered to work safely and to protect their long-term health, not simply to avoid accidents. The Council is currently embarking on developing a safety circle safety culture, ensuring robust health and safety management supports this programme and will better shape the way it deals with health and safety issues in the future. The activities necessary to promote a positive health and safety culture are;

Control
Everyone working in the organisation can contribute to controlling health and safety risks. Control is achieved by getting the commitment of employees to clear health and safety objectives. Managers will need to take full responsibility of controlling

factors that could lead to ill health, injury or loss thereby helping to create a positive atmosphere and encouraging a creative and learning culture.

Co-operation
Participation is essential to control risks effectively. By encouraging employee 'ownership' of health and safety policies this will assist with their better understanding that the organisation as a whole, and people working in it, benefit from good health and safety performance.

The Council has a legal obligation to consult with all employees about those health and safety issues in the workplace that affect them. The Council has already fostered good relationships on health and safety matters with its recognised trade unions.

Communication
All managers need to lead by example. Their visible commitment to, and involvement in, health and safety management should be obvious and consistent. They will need to provide regular and reliable information on health and safety to everyone who needs it.

Competence
If Council employees are to make a maximum contribution to health and safety, the Council will need to have in place robust arrangements to ensure that they are competent. Health and safety is already a mandatory competency for all employees.

PLANNING AND IMPLEMENTING
This element concerns the adoption of a planned and systematic approach to implementing the health and safety policy through an effective health and safety management system. The aim is to minimise risks. This strategy provides the framework, against which the Council will judge the adequacy of its health and safety management systems to ensure,
- The mitigation of risks;
- The ability to react to changing demands;
- Sustainability of a positive health and safety culture.

MEASURING PERFORMANCE
The Council needs to measure what it is doing to implement its health and safety policy and to assess how effectively risks are controlled. There are many different types of monitoring, but they can generally be categorised as either 'proactive or reactive'.
- **Proactive** methods monitor the operation of management arrangements and workplace precautions and tend to be preventative in nature, for example; routine inspections and surveys of premises, plant and equipment by staff;
- **Reactive** methods monitor evidence of poor health and safety practice but can also identify better practices that may be transferred to other parts of the

organisation, for example, investigating accidents and incidents, monitoring cases of ill health and sickness absence records

Where services are delivered on behalf of the Council via contractor relationships, these activities should also be subject to continual health and safety performance monitoring and review. In such circumstances, the level, nature and frequency of monitoring undertaken will be based on an assessment of risk. Evidence of such systems will be required to enable demonstration of due diligence.

REVIEWING PERFORMANCE
All control systems tend to deteriorate over time. To provide essential feedback and information to managers, on how effectively plans and the components of the health and safety management systems are being implemented, professional safety and health advisers from the Corporate Health and Safety Team carry out a regime of regular auditing and performance review of *premises, teams and processes*. The findings on success and failure are then fed back in to the system and should be acted upon to enable continuous improvement to be made.

5.0 AUDITS (TEAM, PREMISE & PROCESS AUDITS)

5.1 Team Audits:
Team audits are necessary to verify that appropriate safe systems of work are operating across the division. These audits focus in on staff training, team risk assessments and safe systems of work.

The categorisation of teams will be based on:
- **The activities of the team/service** – front facing staff interacting with the public are generally deemed to be at a higher risk to workplace aggression especially when working alone. Similarly, teams using dangerous equipment e.g. chainsaws, abrasive wheels or engaged in high risk activities such as working at height.
- **Where there is thought to be an absence of suitable team assessments and safe systems of work** the team will be targeted.
- **Any other significant hazards** that may be identified.

5.2 Premise Audits:
Premise audits are required to ensure compliance of buildings and assets. These audits focus on statutory requirements and industry good practice relating to aspects of Corporate Landlord. Every corporate building will be audited within an 18 month circle.

The categorisation of premises will be based on;
- **The physical location;**
The location category will be based on known untoward activity in the area of the premises, its remoteness and proximity to essential emergency services.
- **The use and occupiers of the premise/site,** Use of the building/premises will be based on a sliding scale from office use, being inherently safe, to

depots being dangerous because of transport movement. Sites made available to the public especially where there is no onsite supervision will similarly tend to present a higher risk due to factors like vandalism. The amount and variety of mechanical systems in the building will also need to be taken into account, that is water, sanitation, washing systems, air conditioning, (all potential legionella hazards), lifts (goods & passenger) will raise the risk profile on the basis that the more systems the more maintenance is required.

- **Sites where vulnerable persons reside** (i.e. Residential Care and Sheltered Housing Schemes) will need higher levels of oversight,
- **Any other significant hazards that may be identified**.

5.3 Process Audits:
Process audits enable us to identify systemic problems within managed processes and enable effective remediation of risk across boundaries.

The categorisation of processes will be based on;
- **Where there is reliance on contractors to fulfil essential aspects**; for example repair and maintenance contracts,
- **The overall success of the process is dependent on input from several teams**; for example the maintenance of play areas.

6.0 SELF-AUDITS AND SAFETY TOURS

The program of audits carried out by the Corporate Health and Safety team is supported with 'Self-audits' by Managers and 'Safety Tours' by Senior Managers.

The managers 'Self-audit' comprises of question sets and requires reference to sample inspection of documents and a physical inspection of the premises. The senior managers 'Safety tours' are a more general approach relying on observation and talking to staff.

Both audits aim to breach the gap and ensure that all areas of the Council are examined each year. Further information can be found under the Corporate Health and Safety Assure SHE system.

7.0 SERVICE DELIVERY

Corporate Health and Safety Team services will be delivered by fully trained, qualified, experienced competent persons with a detailed knowledge of legislative requirements, good practice and understanding of fire safety, Asbestos Management, Occupational Health Management, Employee Counselling and Health & Safety Law. The teams are able to provide support on wellbeing, health and safety issues that can be applied so not as to be onerous in its application to achieve service aims.

7.1 Health and Safety, Fire and Asbestos Services include:

- **Auditing** - Essential in the first instance to identify shortfalls and recommend course of action to ensure an effective safety management system. The Safety

Management System provides robust and comprehensive audits for Premises, Teams and Processes.

- **Policies and Arrangements** – Developed, updated and reviewed Council Corporate Policies, Processes, Guidance & Briefing Notes providing suitable and sufficient, arrangements, information for Managers and Premises controllers to follow for practical application.

- **Risk Assessments** - A comprehensive set of risk assessment processes (including DSE, work, Stress, Manual Handling, New and Expectant Mothers, etc) that are in line with HSE approved systems together with model assessments and advice on their use. The team will also support and assist managers with the production of specific risk assessments.

- **Fire Risk Assessments** - For Council Housing, experienced qualified fire risk assessor will undertake predominantly Type 1 Fire Risk Assessments over a cyclical programme. High priority buildings, Sheltered Housing Schemes, Community Halls and Converted Street Properties) being risk assessed annually whilst Medium/low priority (purpose built blocks are assessed over a two year cycle. Type 4 assessments in high rise void properties will be undertaken as and when suitable properties become available.

- **Advice/Professional support and guidance** - by expert officers for Health, Safety, Asbestos and Fire related issues.

- **Asbestos Management** – The council facilities management team will provide management policy and guidance, awareness training and offer help in the application of recommended and required management processes.

- **Asbestos register** - Access to an on-line asbestos management suite that holds records and surveys for properties surveyed by specialist asbestos surveyors, via facilities management, Council Housing employ an asbestos surveyor.

- **Asbestos Surveying service and Management Plan**. It is a requirement of the Control of Asbestos Regulations 2012 that premises set out in a detailed plan how asbestos is managed. The Council as the Duty holder has this work carried out by a licenced asbestos contractor.

- **Training** - Provision of health and safety and asbestos training from a range of courses by competent staff. Asbestos awareness training is a requirement of the Control of Asbestos Regulations 2012. This is provided to all those in control of premises and those who may be designated as carrying out any work with asbestos or with the planning or arrangement of that work.

- **Access to a Computer Based Training (CBT)** - A wide range of modules including asbestos management, fire safety, health and safety awareness etc. This is provided to reinforce knowledge and act as an easily accessible way to complete refresher training.

- **Accident/ Incident Reporting** - Provision of an on-line system for reporting and maintaining records (Assure SHE software). The reporting system acts as a tool to provide data, graphs and statistics that enables analysis of trends to aid with risk mitigation, defence in litigation and reduces insurance costs.

- **Accident/ Incident Investigation -** All accidents that may be deemed necessary for an officer to conduct a full accident/incident investigation can be advised and supported to ensure a professional approach and documentation.

- **Support, advice and liaison with enforcing authorities are provided**. Experience has shown that liaison with enforcing authorities using safety professionals has resulted in positive outcomes.

- **Site Inspection/ Visit** – A Health and Safety professional are available to attend sites to monitor and advice on specific issues.

- **Violence at work and Lone working systems** – The team will work alongside management in providing a suitable lone working solution.

7.2 Occupational Health Service

The Occupational Health Service provides:
- A Consultant-led team focus on early intervention, executing tried-and-tested approaches that will help to safeguard employees' health and get them back on their feet as quickly as possible.
- Strategies to assist with managing employees more decisively.
- Development of coordinated plans so staff can return to work as soon as possible.
- Employees can visit the Occupational Health providers clinics where required.

8.0 RESOURCE ALLOCATION

A key area of support of the Corporate Health & Safety Team is to undertake external monitoring of the implementation of departmental safety management arrangements. Each Directorate receives a level of professional support from the team of Safety Advisers. The amount of resource allocated to each Directorate is based on the level of risk associated with the undertakings of teams.

A significant amount of work is outsourced to contractors. This equally requires safety monitoring to ensure not only legislative compliance but avoidance of reputational damage. One particular area requiring significant monitoring across the Council concerns compliance with Client duty holder responsibilities under the Construction (Design and Management) Regulations 2015, which takes in construction, repair and maintenance work.

9.0 CORPORATE HEALTH AND SAFETY PLAN 2020/21

Corporate Health & Safety Management Plan 2020 – 2021

Prepared by:	John Griffiths Corporate Health & Safety and Compliance Manager
Approved by:	Paul Walker Corporate Director of Community
Director's Signature	*Paul Walker*
Date	07th July 2020

Section	Objective	Start Date	End Date	Lead	Target	Achieved		Remarks
						Six Months	**End Period**	
Safety Management								
Senior Managers Safety Tours **(Linked to priorities and Aims (A,B,D,G,H,I)**	(a) Conduct safety tours of premises/ sites within areas of responsibility, a **minimum of four** a year (quarterly), to ensure the safety and upkeep of the workplaces.	*April 2020*	*March 2021*	*Directors/HOS*	*100%*			Directors and HOS can jointly carry out workplace inspections One safety tour to be conducted within another Directorate and share outcomes. *The mitigation control measure as agreed is the use of the Building Risk Assessment to substitute for safety tours. The Building Risk Assessment covers key areas required for compliance and is been monitored by the building owners, hence it can serve as a safety tour.*
	(b) Record the results of safety tours and submit quarterly returns on Pro-forma to Corporate Director. Each Director to discuss at their DMT's	*April 2020*	*March 2021*	*Directors/HOS*	*100%*			To be discussed at Department Team Meetings at least quarterly and minuted

Section	Objective	Start Date	End Date	Lead	Target	Achieved Six Months	End Period	Remarks
						🟩	🟩	*The actions from the building RA are covered on the tracker which is updated monthly*
Management Self Audits **(Linked to priorities and Aims (A,B,D,G, H,I)**	*(a)* First line or second line managers/supervisors to carry out **one** Management Self Audit per year on areas of responsibility.	*April 2020*	*March 2021*	*First/second Line managers to carry out audits, Directors to ensure audits take place.*	*100%*	🟥	*35 audits*	Directors to ensure process take place. Where H&S team have audited, these count in lieu of self-audits. *Community-13 out of 27 services completed a manager's self-audit Resources- 21 out of 29 services completed a manager's self-audit People- 1 out of 22 services completed a manager's self-audit*
	(b) Management of Self Audits; Managers to remediate actions and provide Directors with information. Directors to maintain record.	*April 2020*	*March 2021*	*First/Second Line managers to follow up and ensure actions completed.*	*100%*	🟧		Safety Circle Leads to maintain record that this has been carried out by their teams. Information to be sent quarterly to the Directors by team/line manager. *Safety circles have not held due to the Covid*

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Section	Objective	Start Date	End Date	Lead	Target	Achieved Six Months	End Period	Remarks
								pandemic. These will need to be re-evaluated and plans put in place for integration into the current work climate
General Health & Safety Control Systems								
Corporate H&S Audits by Department General Audits **(Linked to priorities and Aims A,B,D,H,I)**	Create and undertake a schedule of Internal Health, Safety and Fire Safety Audits on high risk services on identified teams and premises. Focus to be on processes as part of audit where applicable. **Overall 24 audits.** **12 Corporate and 12 audits in Environment and waste strategy**	*April 2020*	*March 2021*	*Head of Corporate Health and Safety*	*24 audits*		*15 Audits completed*	*Audits will be on high/medium risk as determined by previous audits, use, size and incidents over the last two years of historical data.* *High risk area will be Passenger Transport, waste and recycling, Parks, Depot, Schools and children services.* *The Covid pandemic and governments stay at home guidance led to low numbers of completed audits.* *CA Site -98.61 Commercial Services-80.16 Trade Waste-81.81 Refuse-85*

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Section	Objective	Start Date	End Date	Lead	Target	Achieved		Remarks
						Six Months	**End Period**	
								Street Cleaning-95.95 Parks and open spaces-90.43 Operations coordinator-79.78 Grounds Maintenance-79.27 FM-Hard& Soft Services Transport Traffic & Highways Asset Mgt (THAM) Parking enforcement Community & Public protection Waste
Schools & Children Centres General Audits **(Linked to priorities and Aims (A,B,H)**	To start new cycle of audits a minimum of 24 audits, schools and children centres to attend to actions as required.	April 2020	March 2021	*Head of Corporate Health and Safety*	24 audits	0	35	Audits will be on high/medium risk as determined by previous audits, use, size and incidents over the last two years of historical data. *Community Schools-Out of 33 community schools, 26 completed a health&safety audit* *Children Centres- 9 out of 9 children centres*

Section	Objective	Start Date	End Date	Lead	Target	Achieved		Remarks
						Six Months	**End Period**	
								completed a health and safety audit
Risk Assessments **(Linked to priorities and Aims (A,B,F, H)**	All first line managers/supervisors to review their RA to ensure that they are suitable and sufficient for safe operations for their staff All RA to be signed off by Head of Service and recorded.	April 2020	March 2021	*Line Managers/HOS*	100%			Heads of Service to sign off all risk assessments associated with their service. *All Building Covid RA have been uploaded on to SHE.* *All operational Risk Assessments have been carried out however, not all are uploaded on SHE which is a corporate requirement.* *Currently on SHE, we have Operational RA from Environment&Waste Strategy, Transport, Housing, Libraries, Sports and Leisure, Children's services, Network Management.*

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Section	Objective	Start Date	End Date	Lead	Target	Achieved		Remarks
						Six Months	**End Period**	
Corporate Policies/Committees								
Corporate Policies **(Linked to priorities and Aims (A,H,I)**	Review Corporate Policies and Guidance documents in light of changing legislation, official guidance, good practice and Council priorities. Identifying where changes required, re-date/reorganise library of documentation on SHE software system. Target minimum of 12 policies.	*April 2020*	*March 2021*	*Head of Corporate Health and Safety*	*12 fully revised or written policy/guidance documents*	2	8	Policies will be reviewed on a risk-based basis. All new or revised policies must be consulted through the Corporate H&S committee members. ▪ *Asbestos policy* ▪ *First aid code of practice* ▪ *Eye care procedure* ▪ *Lone working policy* ▪ *Health&Safety Policy* ▪ *Handbook* ▪ *Accident/Incident Investigation Policy-Under Review* ▪ *Accident reporting code of practice* *Due to the pandemic, resources have been prioritized in reviewing Covid RA*

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Section	Objective	Start Date	End Date	Lead	Target	Achieved		Remarks
						Six Months	**End Period**	
						(red)	(orange)	
Corporate Health and Safety Committees (Linked to priorities and Aims (A,B,C,F,H,I)	Plan, organise and attend minimum of 8 H&S Committee Meetings	*April 2020*	*March 2021*	*Community Director (Chair) Head of Corporate H&S, Directorate representative's senior managers, and Union/safety Representatives.*	*8*	*6*	*6*	*Chaired by Community Director*
Fire Control Systems								
Corporate Fire Safety Audits (Linked to priorities and Aims (A,B,H,I)	(a) Conduct a **minimum of 10 audits** of fire safety, identified as the top high risk corporate premises and managers actions within time scales	*April 2020*	*March 2021*	*Head of Facilities Management*	10	5	62	Audits will be on high/medium risk as determined by previous audits, use, size and incidents over the last two years of historical data.

Section	Objective	Start Date	End Date	Lead	Target	Achieved Six Months	Achieved End Period	Remarks
								Interim contractor was appointed during Oct 2020 *62 Fire Risk Assessments have been completed for corporate buildings*
	(b) Conduct a **minimum of 20 audits** of fire safety on identified schools premises in support of external audit of schools, Head Teachers to address actions within time	*April 2020*	*March 2021*	*Head of Facilities Management*	*20*	0	13	Audits will be on high/medium risk as determined by previous audits, use, size and incidents over the last two years of historical data. *These are outstanding because FM relies on the schools to send in documentation after they have carried out their Fire Safety Audits. So far, only 13 schools have sent in their documentation.*
Council Housing Fire Risk Assessment	(a) Carryout Fire Risk Assessments in all **High Risk** Priority common areas (4 or more stories/house) vulnerable persons/community halls	*April 2020*	*March 2021*	*Director of Council Housing.*	*435 FRAs*	104	428	*Up to today 428 (out of 433 required) have been completed. Appointments for remaining 5 sites are scheduled for w/c*

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Section	Objective	Start Date	End Date	Lead	Target	Achieved		Remarks
						Six Months	**End Period**	
(Linked to priorities and Aims (A,B,H,I)	and relevant team to attend to actions.							*15/03/2021 and confirmed with the residents. Previously access letters were circulated and 2 further visits with no access.*
	(b) Carryout Fire Risk Assessments in **Low Risk** Priority Common areas (Between 1 & 3 stories/purpose built and relevant team to attend to actions.	*April 2020*	*March 2021*	*Director of Council Housing*	*169 FRAs*	169	350	*Total number 350*
Council Housing Fire Safety Audits **(Linked to priorities and Aims (A,B,H,I)**	Carryout audits of fire safety at high priority sites:	*April 2020*	March 2021	*Director of Council Housing*	30	30	30	*Total number 30*
	(a) Audit Sheltered Housing Schemes and relevant team to attend to actions	*April 2020*	*March 2021*	*Director of Council Housing*	*21*	21	21	*Total number 21*
	(b) Audit Community Halls and relevant team to attend to actions	*April 2020*	*March 2021*	*Director of Council Housing*	*9*	9	9	*Total number 9*
Workplace Implementation								
Health & Safety Training **(Linked to priorities and Aims (B,F,G,I)**	(a) Identify suitable Health & Safety training opportunities as identified by department Directors/ Safety Rep's/HOS/safety circle leads.	*April 2020*	*March 2021*	*Directors and safety Circle leads*	*100 Trained staff*		*112*	*21 employees completed Level 3 Health & Safety (Highfield accredited – 3-day course) 35 employees completed Level 3 Risk*

Section	Objective	Start Date	End Date	Lead	Target	Achieved		Remarks
						Six Months	End Period	
						🟥	🟩	*Assessment (Highfield accredited – 3-day course)* *12 employees completed E-Learning mandatory H&S training part of induction* *52 employees completed the SHE Assure software training*
	Level 3 Award in Health and Safely (b) **First Line Managers and Supervisors that has been nominated by a director or head of service** to attend the one day course.	*April 2020*	*March 2021*	*Directors/ HOS*	*100%*	🟥	🟩	*21 supervisors/first line managers completed Level 3 Health & Safety (Highfield accredited – 3-day course)*
	Introduction to Incident Investigation (c) Identify 12 First Line Managers to complete this one day qualification course, jointly developed by the National Examination Board for Occupational Safety and Health (NEBOSH) and the Health and safety Executive (HSE)	*April 2020*	*March 2021*	*Directors/HOS*	*12 managers to complete this qualification*	🟥	🟥	This will give managers the skills needed to conduct an incident investigation unaided, and then produce and implement an action plan to help prevent a recurrence. *Due to the Covid pandemic and stay at*

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Section	Objective	Start Date	End Date	Lead	Target	Achieved		Remarks
						Six Months	End Period	
						<td style="background:red"></td>	<td style="background:red"></td>	*home directive, these trainings could not go on as scheduled*
Learning POD Training and Development **(Linked to priorities and Aims (D,E)**	All **employees have** to complete the following Training. • Using a Workstation	*April 2020*	*March 2021*	*Directors / HOS/Head of Corporate H&S*	*100%*	<td style="background:green"></td>	<td style="background:green"></td>	Due to the government's guidelines requiring people to work from home where they can, a DSE risk assessment has been carried out and returned to the line manager for records
Asbestos Management								
Corporate Buildings Asbestos Surveys **(Linked to priorities and Aims (A,B,C,H)**	To carry out asbestos surveys in all corporate buildings.	*April 2020*	*March 2021*	*Head Facilities Management*	*10*	<td style="background:green"></td>	<td style="background:green"></td>	To meet employers statutory duties under Regulation 4 of CAR 2012. *No new asbestos survey commissioned as no new buildings provided*
	To carry out asbestos re-inspection survey to look at process and verify integrity of asbestos works by contractors, facilities Management to attend to any identified failings.	*April 2020*	*March 2021*	*Head of Facilities Management.*	*10*	*49*	*51*	This will ensure processes are working and that we are carrying out a due diligence check.
Community Schools and	(a) To review management plans and results from surveys and carry out actions identified.	*April 2020*	*March 2021*	*Head of Faculties Management*	*20 schools*	*3*	*10*	To meet employers statutory duties under Regulation 4 of CAR

Section	Objective	Start Date	End Date	Lead	Target	Achieved Six Months	End Period	Remarks
Schools with SLA Asbestos Surveys **(Linked to priorities and Aims (A,C,H)**	There will be a minimum of 20 schools surveyed with Management Plans. Schools to attend to actions.			*/Head Teachers*				2012 - Community Schools LBE as the Duty Holder *This information is requested from the schools and relies on schools to provide documentation for evidence of compliance*
Council Housing Asbestos Surveys **Linked to priorities and Aims (A,B,C,H)**	(a) To carry out and manage a Surveys on Housing stock This will be risk based and client directed. Council Housing to attend to required actions.	*April 2020*	*March 2021*	*Director of Housing*	*435 surveys*	*240*	*428*	To meet employers' statutory duties under Regulation 4 of CAR 2012. *Up to today 428 (out of 433 required) have been completed. Appointments for remaining 5 sites are scheduled for w/c 15/03/2021 and confirmed with the residents. Previously access letters were circulated and 2 further visits with no access.*
Communications								

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Section	Objective	Start Date	End Date	Lead	Target	Achieved Six Months	End Period	Remarks
Occupational Health Service **(Linked to priorities and Aims (E,F,G,H,)**	(a) To ensure the Occupational Health Service continues to provide adequate health surveillance, HEP B vaccination, return to work rehabilitation, health promotion and reduction of work-related sickness absence (b) To promote and provide guidance about Occupational Health Service which will include EAP service.	*April 2020*	*March 2021*	*Directors/HOS*	100% of staff identified by managers *One article per month*			Managers to identify staff and refer staff to OH either for Health Surveillance or HEPB or Both. Monthly communication promoting the Occupational Health Service and EAP *Roll out of HEP B will - update on HEP B* *This was suspended due to the covid-19 pandemic.*
Communication Channels to promote key health and safety performance measures to employees.	(c) Safety Circle leads to provide dates and key risks of safety circles. Corporate Health and Safety to provide feedback on key risks to these safety circles.	*April 2020*	*March 2021*	*Safety circle Leads*	At least one a quarter	2		This will be monitored on SHE Assure *Safety Circle was suspended due to the Covid pandemic, however, there are plans to re-structure meetings using the video conferencing platforms.*

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Section	Objective	Start Date	End Date	Lead	Target	Achieved		Remarks
						Six Months	**End Period**	
(Linked to priorities and Aims (F,G,H,I)						🟥	🟧	*Resources sent out newsletters- Available on SHE Commissioning and Commercial division - Minutes available on SHE*
	(d) Corporate Health and Safety to promote key health and safety initiatives via Communications each month by the corporate newsletters.	*April; 2020*	*March 2021*	*Head of Corporate Health and Safety*	*monthly*	🟩	🟩	*Communications sent out on Chief executive updates on Covid, Internal comms, seminars.*
	(e) Corporate Health and Safety Board provide a report on key risks.	*April 2020*	*March 2021*	*Head of Corporate Health and Safety*	*Quarterly*	🟩	🟩	The corporate Health and Safety Board will meet on a quarterly basis and will discuss areas of concerns/risks to the organisation and agree future agenda items and areas of concern for DMT's and Safety Circles.

This is been managed Via accident statistics and RA Tracking. Significant risks are |

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Section	Objective	Start Date	End Date	Lead	Target	Achieved		Remarks
						Six Months	**End Period**	
								identified and presented monthly at CHSB
Corporate Significant Risks								
Action plan detailing significant risks to the organisation. **(Linked to priorities and Aims (A,F,G,H)**	(a) Produce an action plan for Corporate Strategy Board (CSB) and Corporate Health and Safety Board identifying key risks to the organisation.	*April 2020*	*March 2021*	*Head of Corporate Health and Safety*	*Quarterly*			Significant risks to be brought to the attention of CEX and the CSB. The action plan is a living document that stays in place until the risk is addressed. Significant risks must tie in with insurance and also recognition that if the mitigation would cost more than benefit then this needs to be recognised and recorded. *This is been managed Via accident statistics and RA Tracking. Significant risks are identified and presented monthly at CHSB*

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Section	Objective	Start Date	End Date	Lead	Target	Achieved		Remarks
						Six Months	**End Period**	
Top 5 Significant Risk to the organisation **(Linked to priorities and Aims (A,F,G,H)**	(a) Update the CHSB and CSB quarterly on top 5 risks and provide improvement measures to reduce to low as reasonable practicable.	*April 2020*	*March 2021*	*Head of Corporate Health and Safety*	*Quarterly*			Significant risks to be brought to the attention of CHSB and CSB. Significant risks must tie in with insurance and also recognition that if the mitigation would cost more than benefit then this needs to be recognised and recorded. *This is been managed Via accident statistics and RA Tracking. Significant risks are identified and presented monthly at CHSB*
Report Data Analysis on Accidents, Incidents and near misses. **(Linked to priorities and Aims (A,F,G,H)**	(a) Present monthly data analysis on all accident, incident and near misses at the CHSB.	*April 2020*	*March 2021*	*Head of Corporate Health and Safety*	*Monthly*			Trend Analysis on accident data to be brought to the attention of CHSB.

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APPENDIX 4- OCCUPATIONAL HEALTH OVERVIEW 2020/2021

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Total Referrals 244

Equality Act Volume 112

Equality Act % 50.91%

Work Related Volume 55

Work Related% 25.00%

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Referral Volume By Month

Month	Value
2020 March	2
2020 April	6
2020 May	10
2020 June	27
2020 July	30
2020 August	14
2020 September	19
2020 October	28
2020 November	21
2020 December	11
2021 January	23
2021 February	23
2021 March	30

Case Type Breakdown

CaseType
- CLCM — 155 (63.52%)
- OHA Tele Consulta... — 49 (20.0...)
- MgmtReferral — 36 (14.75%)
- OHP Tele Consulta...

% EQA and % Work Related Over Time
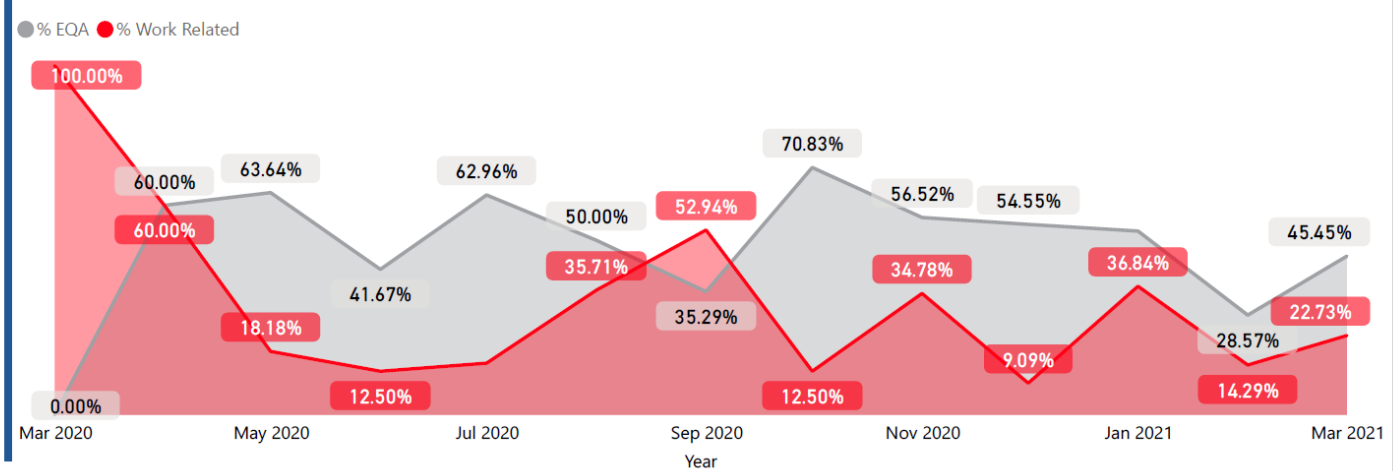
% EQA ● % Work Related ●

% Work Related: 100.00%, 60.00%, 18.18%, 12.50%, 35.71%, 52.94%, 12.50%, 34.78%, 9.09%, 36.84%, 14.29%, 22.73%

% EQA: 0.00%, 60.00%, 63.64%, 41.67%, 62.96%, 50.00%, 35.29%, 70.83%, 56.52%, 54.55%, 28.57%, 45.45%

Mar 2020 — May 2020 — Jul 2020 — Sep 2020 — Nov 2020 — Jan 2021 — Mar 2021
Year

152

35
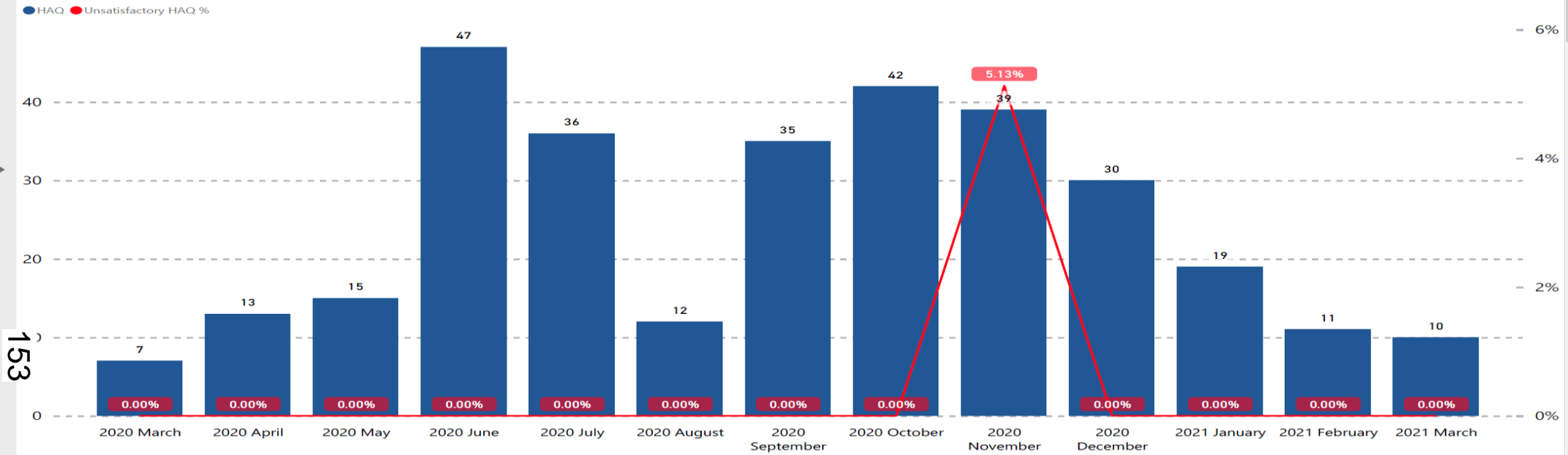
Total Physiotherapy	% Physiotherapy
1	0.17%

Physiotherapy Volumes by Month

1 — 2021 February
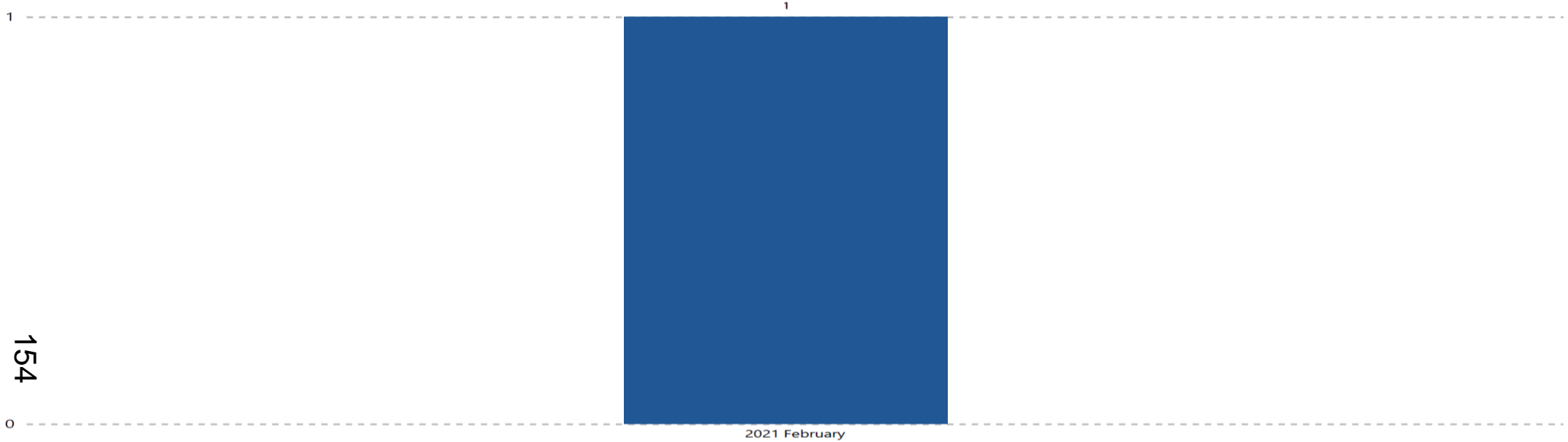
Total Ill Health Retirement	%Ill Health Retirement
12	2.09%

IHR Volumes by Month

2020 May: 2
2020 July: 1
2020 August: 3
2020 September: 2
2020 November: 2
2020 December: 1
2021 January: 1

154

37

Musculoskeletal: 63 | **% MSK:** 24.51% | **MSK EQA:** 25 | **MSK EQA %:** 39.68% | **Work Related MSK:** 15 | **% MSK Work Related:** 23.81%

Musculoskeletal Outcomes

Diagnostic
- Back Pain
- Other M/sk...
- Lower Limb ...
- Upper Limb...
- Thoracic and...
- MSK other i...
- Arthritis

MSK Referrals by ICD

ICD	Count
Back Pain	20
Other M/skeletal & injuries	11
Lower Limb Disorder	6
Upper Limb Disorder	5
Thoracic and Lumbar pain ...	5
MSK other including Fibro...	4
Arthritis	2
Fracture	2
Neck Pain	2
Rheumatism	2
Cervical Spinal conditions	

% Of Work Related MSK by ICD

ICD	Percentage
Back Pain	35.00%
Other M/skeletal & inju...	27.27%
Lower Limb Disorder	0.00%
Upper Limb Disorder	60.00%
Thoracic and Lumbar pa...	20.00%
MSK other including Fib...	0.00%
Arthritis	0.00%
Fracture	0.00%
Neck Pain	50.00%
Rheumatism	0.00%
Cervical Spinal conditions	0.00%
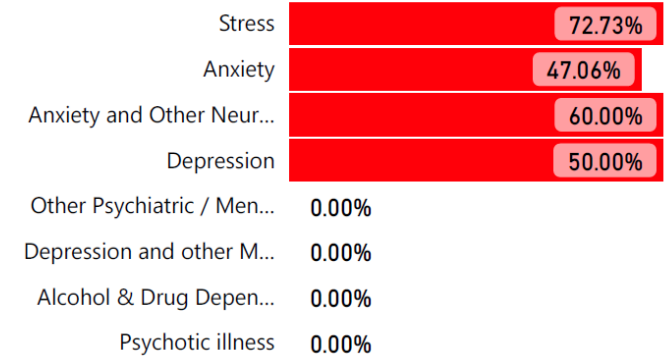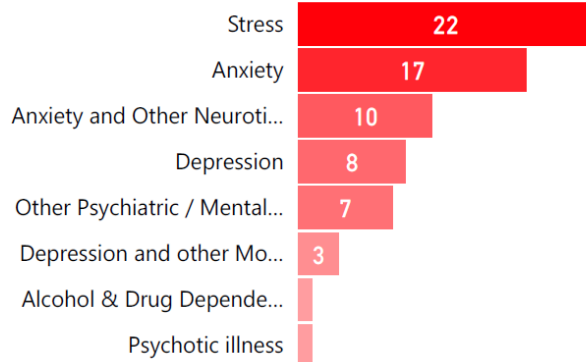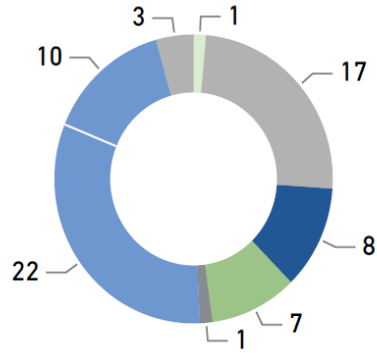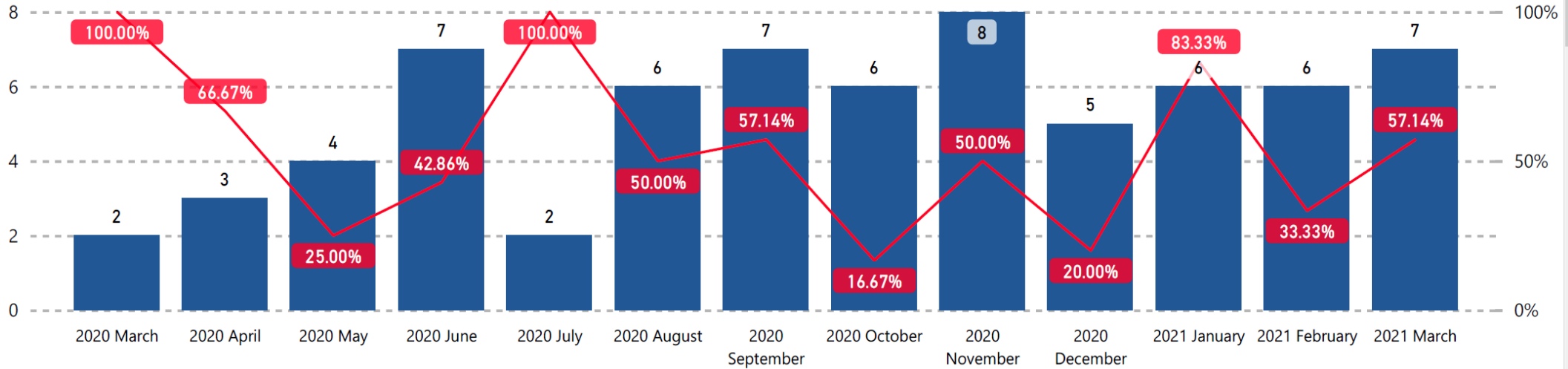
Musculoskeletal Outcomes by Month

- MSK
- %Work Related Musculoskeletal Disorders

Month	MSK	% Work Related
2020 May	5	20.00%
2020 June	6	0.00%
2020 July	6	33.33%
2020 August	4	50.00%
2020 September	7	57.14%
2020 October	9	11.11%
2020 November	7	42.86%
2020 December	3	0.00%
2021 January	3	33.33%
2021 February	6	16.67%
2021 March	7	0.00%

156

39
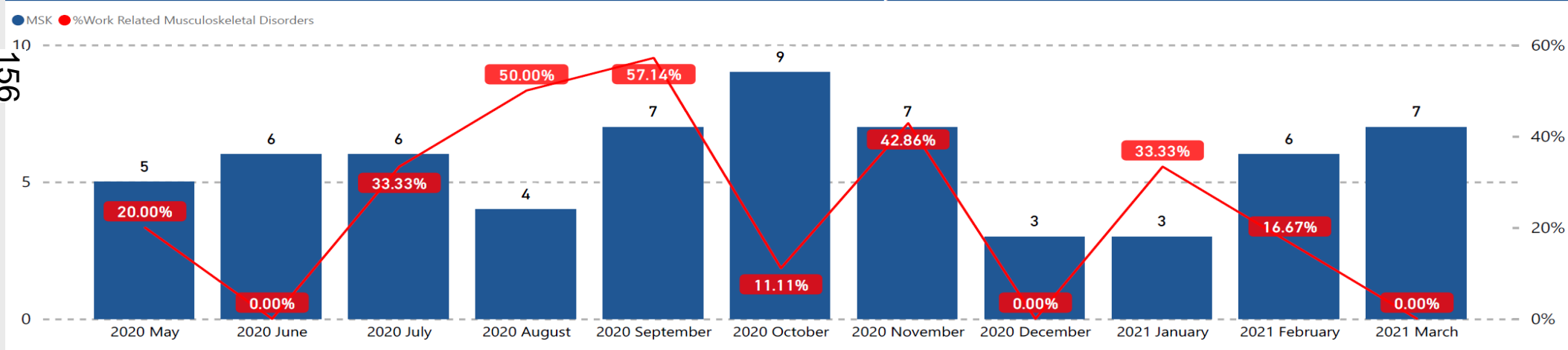
	Other ICD Volumes		Other ICD %
	88		34.24%

Other ICD Outcomes

157
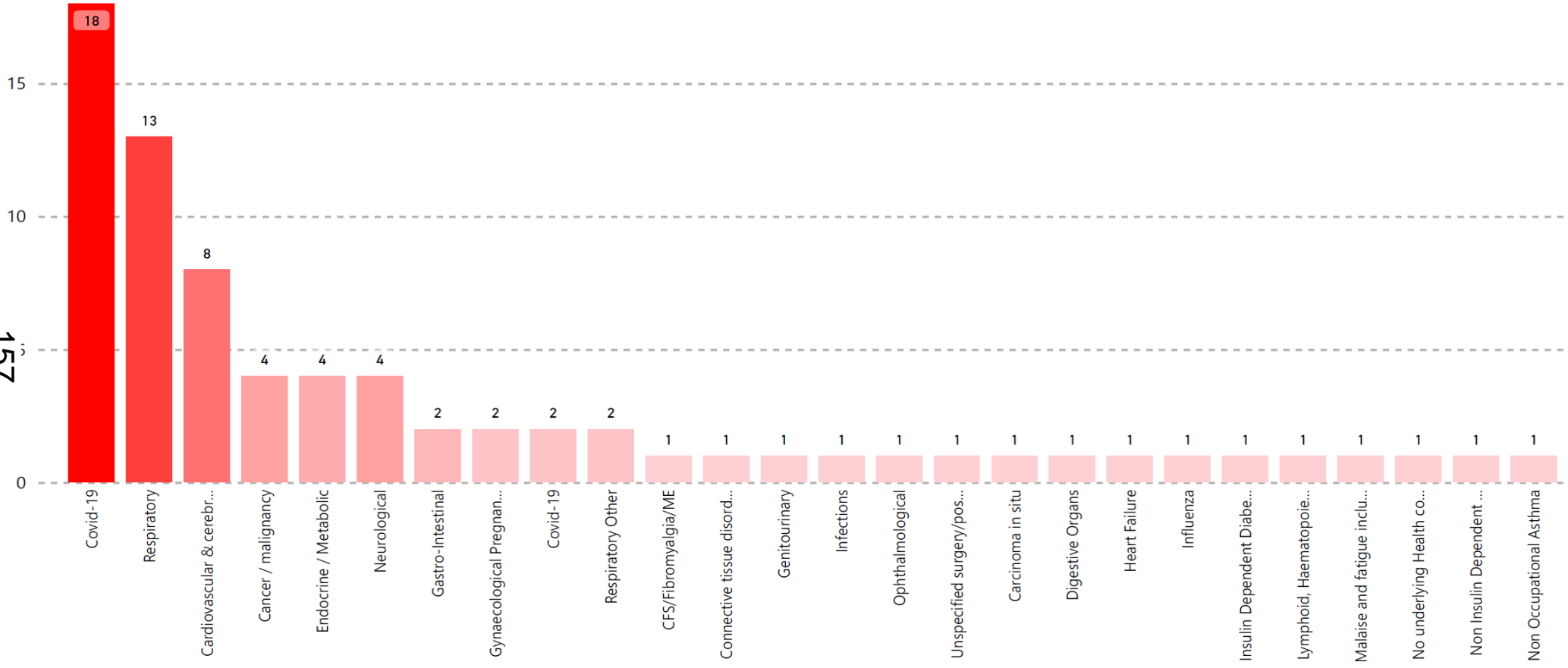
40

Cancellation Rate	Cancellation Volume	Billed Cancellations	Billed Cancellations
17.28%	61	2	£383

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Cancellation Volumes by Month

● Billed Cancellation ● Unbilled Cancellation ● % Cancellation

	2020 March	2020 April	2020 May	2020 June	2020 July	2020 August	2020 September	2020 October	2020 November	2020 December	2021 January	2021 February	2021 March
% Cancellation	33.33%	33.33%	14.29%	9.68%	25.00%	18.75%	20.69%	15.56%	5.88%	30.00%	19.23%	9.68%	13.51%
Unbilled		3	2	3	11	3	6	7	2	9	4	3	5
Billed					1						1		
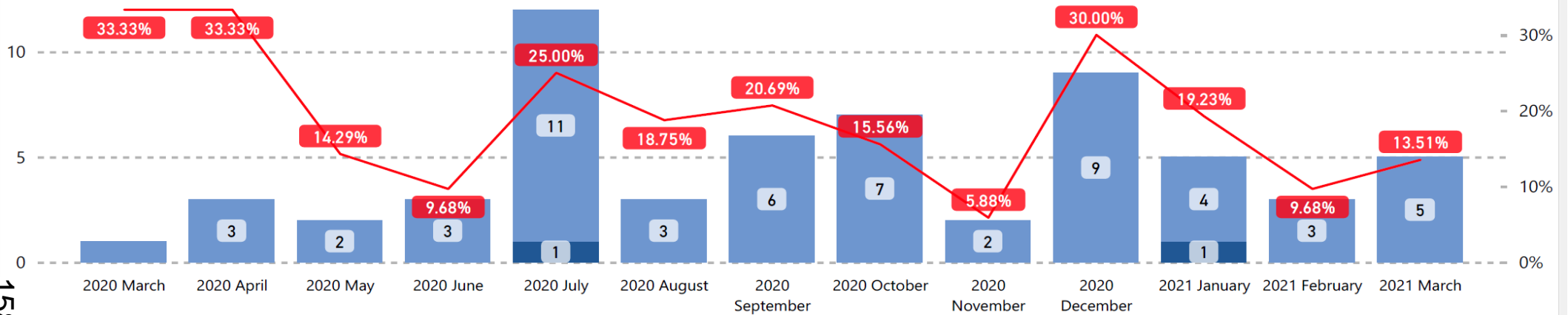
Billed Cancellations in £ over time

£300, £200, £100, £0

Mar 2020: £0, £0, £0, £0
£88 (Jul 2020)
£0, £0, £0, £0, £0
£295 (Jan 2021)
£0, Mar 2021 £0

Year

41
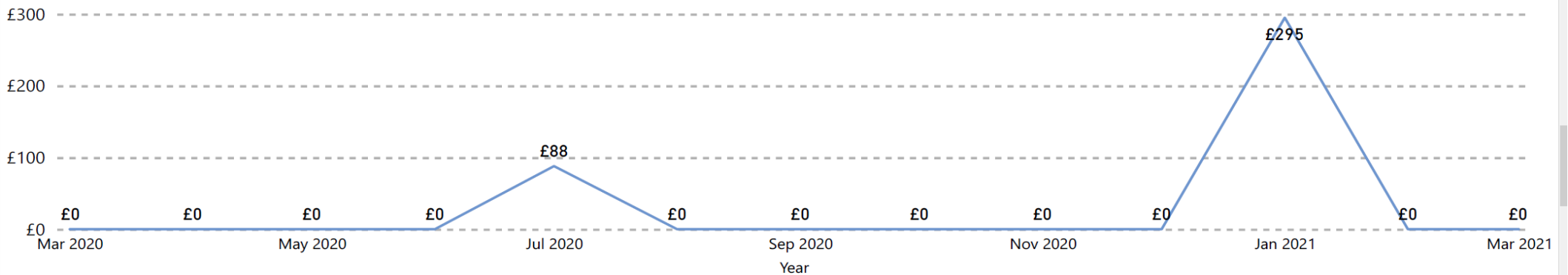
DNA Rate
7.08%

DNA Volume
25

Billed DNA
19

Billed DNA
£2,293

DNA Volumes by Month

● DNA ● % DNA

159

	2020 March	2020 April	2020 May	2020 June	2020 July	2020 August	2020 September	2020 October	2020 November	2020 December	2021 January	2021 February	2021 March
DNA	0	0	3	1	1	0	2	2	6	0	1	6	3
% DNA			21.43%	3.23%	2.08%		6.90%	4.44%	17.65%		3.85%	19.35%	8.11%

Billed DNA in £ over time

Mar 2020		May 2020		Jul 2020		Sep 2020		Nov 2020		Jan 2021		Mar 2021
£0	£0	£88	£88	£88	£0	£176	£383	£854	£0	£88	£528	£0

Year

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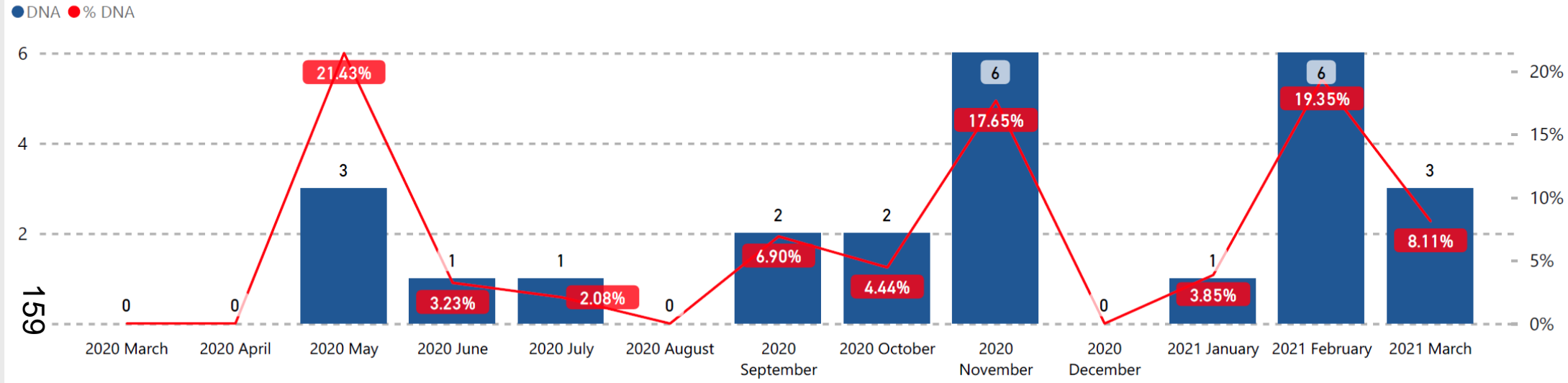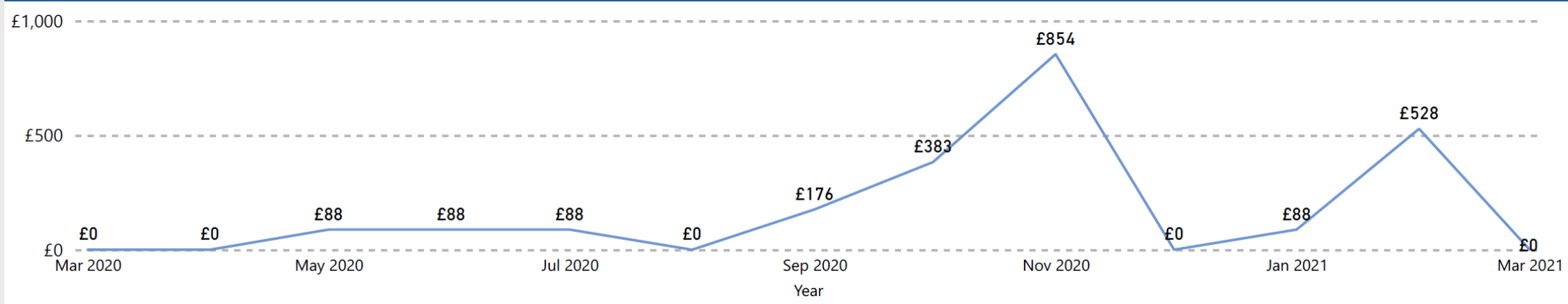
APPENDIX 5- TERMS OF REFERENCE

Corporate Health and Safety Board

Terms of Reference
Aim

The Corporate Health and Safety Board will act on behalf of the Chief Executive as the strategic focus for Health and Safety across the corporate estate, using the Health and Safety Policy Statement as framework for decision making. The Board will ensure the implementation of the policy statement through agreed best practice and development of a Health and Safety management system.

Accountability

The Corporate Health and Safety Board will provide progress reports to the Corporate Strategic Board (CSB).

Objectives

The Corporate Health and Safety Board has the following objectives:
- To provide a forum in which officers and others with specific responsibilities for health and safety, as set out in the Health and Safety Policy, are held accountable for and supported in their actions. These actions are:
- To ensure compliance with the requirements of health and safety legislation and regulations. throughout the Council.
- To ensure arrangements for developing health and safety competencies among managers and staff are in place and are being followed.
- To review and approve Council-wide objectives for health and safety, policy and strategies and initiatives for their delivery, in consultation with the Governance, Audit and Risk Management Committee (GARMC).
- To promote engagement with, and the integration of, health and safety considerations into everyday working practices in Council services.
- To lead on Occupational Health initiatives to promote well-being and stress management as part of the wider health & wellbeing agenda.
- To develop and oversee the development, implementation and regular updating of the Council's strategic and operational health & safety risk register.
- To set and monitor performance indicators/standards for health and safety and monitor the Council's arrangements for monitoring
- To commission audits and reviews of health and safety management systems, policies and procedures.
- To receive reports and feedback from Directorate Health and Safety Meetings or other relevant forums, groups or committees, as well as provide direction and information back to them as relevant.
- To consider reports on accidents and/or incidents, complaints and work related ill health statistics in order to identify any emerging trends or patterns.
- To consider reports on visits, inspections or any enforcement action taken by the Health and Safety Executive, the London Fire & Emergency Planning Authority and other enforcing authorities.

Representatives

The Corporate Health and Safety Board will be chaired by the Corporate Director Community with responsibility for establishing and implementing a strategic framework for the Health and Safety committees in each Directorate to achieve the aims set out above.

The Board shall consist of a nominated Divisional Director representative from each Directorate, a nominated Senior HR representative, representatives from the Unions and supported by the Corporate Health and Safety Team.

All representatives on the Board will have a voice in decision making. The chair / vice chair shall have the casting vote if the matter cannot be resolved by unanimous agreement. In matters that cannot be resolved, they will be passed to the Corporate Strategic Board, as the most senior strategic forum chaired by the Chief Executive, or Employee Consultative Forum (ECF) should it not be feasible to make a decision. The Unions retain the right to escalate matters of concern to an ECF Sub-Group / ECF in line with the consultative framework of the Council and Trade Union Recognition Agreements.

When a representative cannot make the meeting, a nominated person of sufficient grade shall attend and represent them
.
Duties of the chair

- Schedule regular Board meetings.
- Develop written agendas for conducting meeting.
- Maintain and action plan and log of decisions
- Conduct the meeting.
- Approve Board correspondence and reports.
- Supervise the preparation of meeting minutes.

Duties of the vice-chair

- In the absence of the chair, assume the duties of the chair.
- Perform other duties as directed by the chair.

Conduct of the Board

The Chair is responsible for ensuring that the Board meets on a monthly basis to resolve issues and take forward the objectives and aims as set out in this document.

The Board should not be canceled or postponed except in exceptional circumstances. If any member of the Board cannot attend a deputy shall attend in their absence. If the meeting has to be postponed, a date for the next meeting should be agreed and announced as soon as possible by the Chair.

The minutes of each meeting will be supplied to every Board member once agreed by the Chair as soon as possible after the meeting, and be made available on the intranet once agreed.

A copy of the agenda and any accompanying papers should be sent to all members at least one week before each meeting.

Consultation

The Board actively supports and participates in the consultative arrangements in line with Safety Representatives and Safety Committee Regulations 1977 as amended by the Health and

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Safety (Consultation with Employees) Regulation 1996 and the Management of Health and Safety at Work Regulations 1999

All Corporate Health and Safety Policies and Procedures shall be presented to the Corporate Board for consultation and agreement of any other party that needs be involved. Comments will be provided within a 4 week consultation period, will be collated by the Corporate Health and Safety Team, and discussed at the next Corporate Board for final sign off.

Directorate Health & Safety Board

The Corporate Health & Safety Board will feed into, and receive information and referrals from, the Directorate Health & Safety Boards, of which there will be three. The three Directorate Health & Safety Boards shall be chaired by Director (Environment & Culture) for Community Directorate, Head of Finance for Resources Directorate and Divisional Director (Educational Services) for People Directorate.

These Directorate Health & Safety Boards shall be held quarterly and minutes and actions fed back to the Corporate Health & Safety. Key themes / agenda items will be determined from the Corporate Health & Safety Board, as well as be influenced by the needs of the services. These Directorate Boards shall be run as per the principles of the Corporate Health & Safety Board Terms of Reference.

APPENDIX 6- HEALTH AND SAFETY POLICY 2021/2022

Corporate Health and Safety Policy 2021/22

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Control Schedule

		Date	Signature
Prepared By	John Griffiths, Corporate Health and Safety Compliance Manager	22/03/21	
Checked By	Richard Lebrun, Head of Service for Public Protection	22/03/21	
Approved By	Paul Walker, Corporate Director for Community	26/03/21	
Review Date	1st April 2022		

Version Control

Version	Date	Prepared By	Comment
11	01/04/2021	John Griffiths	This version supersedes all previous ones

Contents

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1. Preface

Harrow Council, as an employer, recognises its legal responsibility to secure as far as is reasonably practicable the health, safety and welfare of its employees, service users, contractors, and visitors. The Council aspires to achieve excellence in this by implementing and effectively maintaining a robust safety management system that will permit safe work practices without compromising the health, safety and wellbeing of employees, the general public and the environment.

This Policy and in conjunction with local documents, Codes of Practice (CoP) and Guidance Notes (GNs) will highlight how health and safety is managed across the Council as well as define Senior Management roles and responsibilities.

2. Statement of Intent

Harrow Council is committed to ensuring the health and safety of our employees, our residents, and others who may be affected by our work activities and will take all reasonably practicable steps to minimize the incidence of all workplace risks.

This policy reflects our intent to comply with health and safety legislations in our work and behaviours thereby demonstrating an ongoing and determined promise to continuous improvement of health and safety.
Our employees, contractors and stakeholders will be made aware of and provided adequate resources to implement this policy even as we all share a personal responsibility in complying with the Councils policy and procedures. The health and safety policy will be implemented by the corporate health and safety performance plan.
The councils' approach to satisfying this commitment will be driven by;

    a. Implementing the HSG65 'Managing for Health and Safety' Management System to ensure compliance with health and safety legislations.
    b. Establishing active and open dialogue between all employees, residents, contractors, trade unions and other stakeholders. Health and safety will be integrated into our communications, wherever appropriate.
    c. Ensuring health and safety roles and responsibilities are defined as necessary within job descriptions.
    d. Provision and allocation of adequate resources to health and safety at all levels
    e. Provision of comprehensive and relevant information, instruction, training, and supervision to ensure employees have the knowledge and competence required to meet their individual and collective responsibilities
    f. Carrying out suitable and sufficient risk assessments for all work activities, ensuring appropriate control measures are established, communicated, and implemented.
    g. Monitoring of accident/incidents/near miss and other cases of work-related ill- health, prioritizing investigations, and taking corrective actions to prevent a reoccurrence.
    h. Demonstration of leadership in health and safety by senior management

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ensuring systems are in place and people within their services are empowered to freely raise health and safety concerns with management.

   i. Provision and maintenance of plants and a place of work or (premises under council control) that is safe and without risks to health with safe access and egress and appropriate facilities to maintain welfare at work
   j. Ensuring Managers are proactive in managing sickness absence using the Occupational Health Service (OHS) and Health surveillance is conducted as appropriate
   k. Promoting Health and Wellbeing at Work by encouraging a work life balance and healthier lifestyles such as
      - walk or cycle to work
      - provision of healthy eating options
      - discounts for staff at local leisure centre
      - support to employees who want to quit smoking.

The Health and Safety Policy will be reviewed at least every year, or more frequently should there be a significant incident or any major changes to legislation, operations, or personnel.

The Chief Executive has overall responsibility for health, safety, and welfare. Their day-to- day management is the responsibility of management and supervisory personnel.
Employees share a responsibility to co-operate with management, and in accordance with the Health and Safety at Work etc. Act 1974, to ensure their own safety and the safety of those affected by their activities. This includes not intentionally or recklessly interfering with or misusing anything provided for their health or safety.

Sean Harris
Chief Executive
Date: 26th March 2021

Graham Henson
Council Leader
Date: 26th March 2021

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3. Scope

Harrow Council's Health and Safety policy applies to all employees and premises under the Councils control. This is inclusive of school and agency staff. This policy also extends to third parties who interact with the council such as consultants, contractors, service users and volunteers.

4. Responsibilities for Health and Safety

The council will coordinate its health and safety arrangements around existing corporate structure with clearly defined roles and responsibilities for efficient health and safety management.

Harrow Council

Harrow council, as an employer has the overall statutory responsibility for occupational health and safety. Consequently, the council will

- Recognize significant health and safety risks faced by the Council
- Have oversight over strategic decisions and their implication on health and safety
- Establish appropriate communication and assurance systems to support this policy including its review and council uptake.

Elected Members
The Leader of the Council and Harrow Council Cabinet Members have overall responsibility for the control, direction and allocation of resources that are made available to manage health and safety. Where necessary, they will ensure that they take competent advice when considering matters relating to health and safety matters. Members are legally responsible for health and safety matters. Failure to comply with the requirements of current health and safety legislation will render them liable to prosecution under section 37 of the Health and Safety at Work etc. Act 1974.

Chief Executive
The Chief Executive has delegated authority from Harrow Council for the delivery, management and performance of this health and safety policy and ensuring that all health and safety matters are brought to the attention of the Elected Members.

Specifically, the Chief Executive shall.

a. Implement and endorse this policy as a visible demonstration of ownership and ensure its values are communicated
b. Appoint the Corporate Director-Community with responsibility for overseeing the day-to- day management of health and safety on behalf of the Council
c. Allocate suitable resources for the management of health and safety
d. Agree on how this policy will be measured, monitored, and reported through the setting of appropriate key performance indicators and to review such performance data, celebrating achievement and taking corrective action where targets are not being met
e. Determine a health, safety and wellbeing risk profile for the Council and agree an appropriate internal auditing program to reflect this profile

f. Ensure that the statutory requirement to monitor health and safety issues affecting all directorates are carried out through the Corporate Strategy Board(CSB) AND THE Corporate Health and Safety Board(CHSB) which should incorporate Trade Union representatives

g. Continually review health and safety performances, make decisions where required and communicate results to staff

Corporate Director-Community

The Corporate Director-Community is responsible for leading the council's vision for a safe, secure, and healthy work environment.

Specifically, the Corporate Director-Community shall.

a. Act as the person with responsibility for overseeing the delivery of the day-to-day management of health and safety on behalf of the Council

b. Advise the Council on the preparation and revision of the its Policy Statement for Health and Safety; the appropriate organisation and arrangements necessary to meet the policy'saims and objectives

c. Ensure that the Corporate Health and Safety Performance Plan is implemented and suitably disseminated

d. Ensure that a safety management framework is in place, to enable the appropriate healthand safety policies and procedures to be developed, maintained, monitored, and reviewed

e. Encourage a practical approach to managing health and safety and imbue a positive health and safety culture among employees

f. Ensure that all employees have access to competent health and safety advice

g. Ensure that the required level of 'competent' persons are maintained within the directorate given the higher operational risk levels within certain areas of the directorate.

h. Act as Chairperson for the Corporate Health and Safety Board (CHSB) and ensure that health and safety information is disseminated throughout the organisation and to escalatehealth and safety matters to the Corporate Strategic Board (CSB) and to the Employees Consultative Forum (ECF), if required

i. Ensure that health and safety is promoted throughout all services and at all stages, including recruitment selection and training

j. Regularly consult with employees through their Trade Union or other representatives withrespect to changes that may affect their health, safety, and wellbeing.

k. Coordinate the preparation of the Corporate Health and Safety Board (CHSB) meetings and management reports and ensure effective consultation with the ECF.

Corporate Directors

Corporate Directors are responsible for implementation and compliance with this Policy within their Directorates along with any specific health and safety Policies, Codes of Practice and Safe Systems of Work (SSoW) where required. Specifically, the Corporate Director shall,

a. Act as the person with responsibility for overseeing the delivery of the day-to-day management of health and safety on behalf of the Council

b. Have oversight of health and safety performance in their areas of responsibility and actively contribute to achieving the overall health and safety strategic aims, including thedelivery of the Corporate Health and Safety Performance Plan

c. Support the Corporate Director-Community with responsibility for the lead health and safety role and champion Directorate employees with health and safety remits, to ensurethat the Health and Safety Management System is adequately monitored and is effective.

d. Ensure that a Health and Safety Board for their Directorate is in place, which should have a chairperson appointed and comprise of relevant Trade Union representatives. The Board should also incorporate the Terms of Reference agreed by the CHSB.

e. Agree with Divisional Directors and Heads of Service targets for health and safety performance, in support of the Council's overall strategy, the Corporate Health and SafetyPerformance Plan and Health and Safety Management System.

f. Designate a named officer (Premises Manager) to be responsible for management of those buildings occupied by them or by more than one Directorate or agency and ensurethat these responsible persons are adequately trained.

g. Determine the health and safety responsibilities and safety critical roles of all employees in their Directorate are identified and incorporated within the employees' role profile or jobdescriptions.

h. Ensure suitable and sufficient consultation with the appropriate employee representativeswith regards to health and safety matters.

i. Be responsible for ensuring that this Policy and the Directorate Policy are communicatedand understood by all employees in their Directorate

j. Ensure adequate resources are available for health and safety measures in order to meetcorporate responsibilities.

k. Ensure that the appointed Safety Champion attend the Corporate Health and Safety boardcommittee.

Divisional Directors and Heads of Service

Divisional Directors and Heads of Service have responsibility for ensuring that health and safety risks are managed in such a way as to meet Council aims and to ensure legal compliance as the minimum standard.

Specifically, the Divisional Directors and Heads of Service shall.

a. Prepare, implement, monitor, and periodically update their Divisional and Service Health and Safety Plans and ensure that the Council's Health and Safety Management System ismaintained.

b. Carry out suitable and sufficient risk assessments of the existing & new premises, plant, machinery etc. and appropriate action taken to effectively control the identified hazards.

c. Deliver the agreed targets on health and safety performance, including the Divisional Health and Safety Performance Plan, in support of the Council's overall strategy, the Corporate Health and Safety Performance Plan and the Health and

Safety management system

d. Ensure that all accidents involving or have the potential to cause injury or harm to personsor damage to property are reported and investigated and any corrective action is taken to prevent recurrence.

e. Ensure all contracts are adequate in terms of health and safety provisions and that contractors are monitored to ensure they meet corporate standards.

f. Ensure that the appropriate information, instruction and supervision are provided to enableall employees to avoid hazards and contribute positively to their own and others safety, health and welfare at work.

g. Ensure liaison with other employers, including contractors and occupiers of shared premises to ensure effective cooperation for the exchange of "user" information to permit compliance with Corporate Policy.

h. Ensure compliance with Site Fire and Security Plans and allocating sufficient resources tomeet the requirements of those plans in their work area and ensuring that emergency arrangements are in place to protect employees and others against risk of imminent danger

i. Ensure that employees are competent and capable of performing their duties to the required standard with the provision of adequate training to ensure that competency is assured and maintained.

j. Make suitable arrangements for consulting with employees on health and safety matters and in accordance with legal standards i.e. through regular recorded team meetings and ensuring that health and safety is a standard item on the agenda at these meetings.

k. Obtain advice and support from the Corporate Health and Safety Team and / or the Occupational Health Service as may be needed.

Corporate Health, Safety and Compliance Manager

The Corporate Health, Safety and Compliance Manager (CHSCM) is the councils appointed 'competent person' regarding health and safety management.

This role is to ensure that the health and safety of employees and those that engage with Councilare not adversely affected by Council activities or processes, so far as is reasonably practicable, whilst promoting the highest quality of health and safety practice and continuous improvement across the Council's wide spectrum of activities; so meeting all its legal and moral obligations in this regard

Specifically, the Corporate Health, Safety and Compliance Manager shall.

a. Define the content of this Policy, additional corporate health and safety related policiesand guidance documents, which will be reviewed yearly or earlier, if required.

b. Design, plan, and execute the Corporate Health and Safety Performance Plan (CHSPP)

c. Provide adequate advisory support to ensure compliance throughout the Council

d. Ensure that Senior Management are aware of their responsibilities in meeting

health andsafety objectives and targets

e. Manage the corporate accident / incident database; preparing accident statistics;producing management reports and disseminating these as may be required

f. Produce an action plan for Corporate Strategy Board (CSB) and Corporate Health andSafety Board identifying key risks to the organisation

g. Set corporate performance standards and key performance indicators

h. Be the primary point of contact with external health and safety regulatory bodies and agencies

Head of Property and Facilities Management

The Head of Property and Facilities Management has overall accountability for Corporate property related health and safety matters, except for properties managed by third party contractors on behalf of the Council, and leased properties, as appropriate.
Specifically, the Head of Property and Facilities Management shall.

a. Be responsible for managing the design, construction, installation, security, maintenance (including cleaning), inspection, decommissioning, demolition and refurbishment, as appropriate, of the Council's non-domestic property portfolio, ensuring compliance with health and safety requirements including statutory obligations, i.e. asbestos management, fire safety compliance arrangements, control of legionella etc.;

b. Conduct and compile a comprehensive suite of records of fire risk assessments/inspections, asbestos; registers/management/demolition/refurbishmentsurveys and plans, water quality control inspections and reports, etc. to be held both centrally and onsite for property and facilities management, duty holder and enforcing authority purposes.

c. Ensure that suitable communication methods are established for liaison with all Premises Responsible Person who have been delegated with the day-to-day management of individual sites & properties and that these managers receive suitable information, supportand assistance to effectively manage these buildings safely and in the decision making process when planning any changes to buildings

d. Ensure that roles and responsibilities are set out and adhered to in lease and sub-lease agreements, including maintenance and repair obligations, fire safety, asbestos and legionella management, etc.

e. Ensure adequate 'control of contractors' arrangements, including access to, permit to workand confined space working systems, etc. are in place to discharge (a) – (c) above; and,

f. Act as temporary duty holders, ensuring that roles and responsibilities are set out for let agreements and out of hours access to Council premises to third parties.

For the purposes of the corporate estate, this role falls to the Facilities Management Team within Community.

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Head of Human Resources

In terms of this Health and Safety Policy, the Head of Human Resources supports employee wellbeing and has responsibility for ensuring:

a. The adequate provision of Occupational Health Services, including pre-employment health screening, medicals, vaccinations, health surveillance, etc. in consultation with Corporate Health and Safety.
b. The adequate provision of Employee Assistance support
c. Appropriate people policies and procedures are developed, maintained and monitored for work-related stress, driving at work and alcohol and drugs.
d. The provision of health promotion initiatives within the Council to promote employee health and wellbeing.

Responsible Person/Site Health and Safety Duty Holder

In additional to normal managerial duties, employees who have control of premises or sites as part of their role (duty holders) shall undertake statutory health and safety related duties. Technical support for these duties will be provided by the property and facilities management team but the management of the duties are the responsibility of the Duty Holder.

In order to ensure that responsible person/site health and safety duty holders can fulfil their duties and responsibilities under the corporate health and safety policy, the tasks involved in managing these premises may be delegated to other persons e.g. head teachers in schools, members of staff, managing agents or other external organisation, provided that they have the necessary competence, resources and have Council approval to perform these roles.

Specifically, responsible person/site health and safety duty holders shall ensure that.

a. All health, safety and welfare risks under their management are identified, assessed, and controlled, with specialist input from corporate health and safety advisers and others, where required.
b. That the requirements in this Policy are communicated and followed by all employees and third parties, including service users.
c. Health and safety training needs analysis is carried out, and suitable training is delivered within appropriate timescales, including induction training.
d. That workplace inspections are carried out each quarter (termly in schools), and that these are documented and, where required, remedial action is acted upon and delivered within appropriate timescales, that workplace inspections are carried out each quarter (termly in schools), and that these are documented and, where required, remedial action is acted upon and delivered within appropriate timescales
e. Ensure compliance with Site Fire and Security Plans and sufficient resources are allocated to meet the requirements of those plans in their area, ensuring emergency arrangements are in place to protect all employees and others against risk of imminent danger
f. Report and primary investigation of adverse events or conditions – injuries, work-related ill health, diseases, dangerous occurrences ('near misses'); and any premises/plant/equipment hazards, damage or defects (corporate health and safety shall conduct significant adverse event investigations, as appropriate).

Community Schools Governing Body and Headteachers

Governing Body

The governing body's responsibility is to approve the strategic vision for the school, working in partnership with the Headteacher and promoting continuous improvement in the performance of the school health and safety performance. The governing body has legal duty under the Health and Safety at Work etc. Act 1974.

Headteachers

In accordance with Health and Safety legislation, the Employer is accountable for the Health and Safety of school staff and pupils. The day to day running of the school is delegated to the Headteacher and the school management team. In most cases they are responsible for ensuring that Health and Safety risks are managed effectively.

Schools must seek competent advice and support to ensure they meet their health and safety duties. The provision of competent health and safety advice and support from qualified health and safety professionals is offered to schools through the Service Level Agreements (SLA's).

Specifically, Headteachers shall.

a. Put in place suitable organisational arrangements for implementing, monitoring, and controlling the health, safety and welfare of staff and pupils.
b. Undertake suitable and sufficient risk assessment on all school activities, where there is no relevant model risk assessment, obtain competent advice to undertake a suitable and sufficient risk assessment.
c. Appoint an educational visit coordinator from their staff to advise and co-ordinate offsite educational visits and ensure that risks to pupil health and safety during off-site visits are adequately assessed and controlled.
d. Appoint a designated person for fire safety to ensure there are adequate fire safety arrangements, including a written fire emergency plan.
e. Make arrangements for the security, repair, and maintenance of the premises, including the proper selection and control of contractors, and ensure any defects are made safe without delay.
f. Make arrangements for machinery, plant, and equipment to be maintained in a safe condition, including tests and inspections required by law, and keep records.
g. Provide adequate information and instruction to employees, including the first aid provision and the fire evacuation procedure.
h. Arrange for appropriate training in health and safety, and certification where required, and keep this up to date. Health and Safety must be a standard part of any new employee's induction.
i. Make sure that staff that supervise hazardous activities are suitably qualified and experienced.
j. Undertake regular inspections of the workplace and working practices and report the findings to the Governing Body.
k. Keep a record of accidents and report all accidents to the Harrow Council corporate health and safety team using the online SHE Assure incident reporting system
l. Undertake prompt investigation of major accidents and take immediate action to prevent a recurrence. Record your investigation using the online SHE Assure incident reporting system.

Managers and Supervisors

Employees that manage staff in any capacity are responsible for ensuring that activities carried out under their control are in accordance with Corporate Policies and procedures and incompliance with statutory provisions.

Specifically, managers and supervisors shall.

a. Deliver targets on health and safety performance as agreed with their Divisional Director or Head of Service, including their Service's Health and Safety Performance Plan, and where required, their Directorate Health and Safety Performance Plan, the Corporate Health and Safety Performance Plan and Health and Safety Management System

b. Managers and supervisors to develop, amend and review all their operational Risk Assessments and that managers communicate those risk assessments to their staff for understanding of those risks and what control measures are required to undertake their duties safely.

c. Ensure all health and safety risk are identified, assessed, controlled/mitigated, and reviewed, as appropriate, with specialist input from corporate health and safety advisorsand others including the Council occupational health provision, where required.

d. Use and promote systems of communication to ensure all employees are involved in contributing to the safety of their work and workplace by giving feedback on existing safetyrules and procedures

e. Provide suitable and sufficient information, training, and supervision to ensure that all employees avoid injury / ill-health and contribute positively to their safety, health & welfareand that of others and monitor compliance

f. Inspect the workplace at least quarterly; taking appropriate action to remedy the identified hazards; reporting those hazards that cannot be remedied to the line managerso that further action is carried out as may be required

g. Ensure timely involvement of Occupational Health support to promote health at work and,where appropriate, to enhance the effective return to work of absent employees

h. Ensure that Safe Systems of Work are devised and put in place and that staff have beensuitably and sufficiently trained. Ensuring that the distinction between Safe Systems of Work (SSW) and Standard Operating Procedures (SOP) is fully understood.

i. Ensure that Corporate Directors and Divisional Directors / Heads of Service are aware ofany shortfalls in relation to a lack of resources, training requirements and support that maybe required

Employees

All employees have a duty to take reasonable care whilst at work, ensuring not to endanger themselves or others that may be affected by their acts or omissions and to cooperate with management so as a high standard of health and safety throughout Harrow Council is achieved.

Specifically, employees shall.

a. Ensure they are aware of, understand and follow those parts of the health and safety management system, Codes of Practice and Guidance Notes which relate to their area ofwork.

b. Also ensure that they are familiar with and understand the following.
   - Any necessary action concerned with fire and fire drills at their place of work
   - The first-aid arrangements and facilities available at their place of work.
   - The corporate accident / incident / near-miss reporting procedures.

c. Avoid conduct that would put themselves and others (including visitors, contractors, the public and persons on work experience) safety, health, and wellbeing at risk of injury

d. Attend any training provided and putting into practice all instruction intended to ensure safety whilst at work

e. Not miss-use safety equipment and protective clothing provided, utilizing these in accordance with instructions or training received and immediately reporting any defects totheir supervisor / manager

f. Operating only those items of plant / equipment for which they have received training andare authorized to use

g. Following any control measures identified within the risk assessments relevant to their work

h. Complying with disciplined work procedures as detailed either in writing or verbally by theirmanager or supervisors and to ensure such instructions and training that is given is fully understood before commencement of work

i. If in doubt, to query any matters regarding health and safety by contacting corporate healthand safety service

j. Using the correct tools and equipment for the task/s and ensuring that these tools are maintained in good working order therefore reporting any defects immediately to their supervisor / manager

k. Report all accidents, incidents and near misses, in accordance with the corporate accident / incident reporting procedure

l. Cooperating with management in evaluating risks and suggesting ways to improve healthand safety performance

m. Refraining from 'horseplay', cutting corners, and taking unnecessary risks whilst undertaking their tasks

n. Assisting management by ensuring that other employees, particularly new employees, areaware of the procedures, Safe Systems of Work and any

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potential hazards that are likelyto be created during the work activity

o. Ensuring that, where vehicles are used for work purposes, then these must be maintainedin a safe and roadworthy condition and any materials and equipment carried in the vehicleshould be appropriately secured thus in compliance with the related statutory regulations

p. Not consuming any alcohol, recreational drugs or any other substances that may impedetheir mental and physical state of mind

If you have any doubts about your health and safety responsibilities in your workplace, you must seek clarification from your supervisor or line manager. You may also seek guidance from your Trade Union Safety Representative or the Corporate Health and Safety Team.

Safety Representatives

Safety Representatives have legal recognition under the SRSC Regulations 1977. They are elected by Trade Union members recognised by the Council and have a duty to represent their members (employees). Functions of a Safety Representative include:

a. Conducting investigations of potentially significant hazards and dangerous occurrences inthe workplace and to examine the cause/s of an accident

b. Investigating complaints raised by any employee they represent relating to the employee'shealth, safety or welfare.

c. Making representations to management on matters arising from the two above duties orany other legitimate health and safety concerns

d. Carrying out inspections of the workplace at agreed intervals, having given reasonablenotice to the responsible manager

e. Reviewing information from Health and Safety Inspectors and others on behalf ofemployees whose health and safety they represent

f. Attending health and safety meetings and where necessary, ensuring that their membersare adequately represented.

Third Parties

This policy also relates to third parties who interact with the council such as consultants,contractors, service users and volunteers.

Specifically, they are to.

a. Act in accordance with the council's guidance on third parties with respect to the management of their health and safety

5. Arrangements for the Management of Health and Safety

Training

Health and safety training will be provided for all staff as part of their induction and subsequently, repeated periodically as part of their mandatory training through Training Academy and E- Learning Pool. Other specialist training necessary for staff with specific health and safety responsibilities in each workplace will be identified through the risk assessment process and staff appraisals. This includes e.g. Fire Warden, First Aider, Legionella and Asbestos Awareness.

The Health and Safety training matrix can be referred to as an aid to help identify mandatory and recommended health and safety training for your staff. This can be found on SharePoint
http://our.harrow.gov.uk/worksites/corporateHS/Lists/training/AllItems.aspx

Risk assessment

Risk assessment is the key to effective and sensible health and safety management. The findings from risk assessments will be used to identify, prioritise and control risks at all levels in the company.

Managers will ensure that all significant hazards in their workplace / work activities under their control have been suitably risk assessed and that any subsequent risks are adequately controlled. Risk assessments will be reviewed at least every year, or more frequently should there be a significant incident or any major changes to legislation, operations, or personnel.

Risk assessments should be uploaded or carried out using the councils health and safety management software, SHE Assure

Risk Register

If a risk has been identified as being high or may have a major impact and/or be detrimental to service users, staff and the organisation, the Corporate Risk Register must be updated. All high risks that have been placed on the risk register should be reviewed regularly until resolved.

The risk register is managed by the Corporate Risk Management team they update it quarterly for the Corporate Strategic Board (CSB). The Corporate Health and Safety Compliance manager updates the Risk Register on health and safety risks quarterly.

Accident / incident reporting and investigation

All accidents / incidents and 'near-misses' should be recorded, reported, and investigated in accordance with the company's Incident Reporting Policy.

Reporting of accident/incidents/near misses is carried out using the council's health and safety management software SHEASSURE

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All RIDDOR reportable incidents will be reported to the HSE by the Corporate Health and Safety team. However, as RIDDOR Reportable incidents are time bound, the corporate health and safety team must be notified of such incidents the same day they occur.

First Aid at work

Harrow Council will prioritize adequate first aid provision to ensure employees get immediate medical attention when required.

The level of provision provided will be appropriate to the risks identified in each workplace risk assessment.

All First Aiders will be competent in either First Aid at Work (FAW), Emergency First Aid at Work (EFAW), or Mental Health First Aid course (MHFA) and hold a valid certificate of training and their names and locations will be prominently displayed in each workplace. First aiders will also be responsible for first aid kits.

More specific details are contained in the first aid at work code of practice HSCOP 12-00

Occupational Health Service

Harrow Council is committed to promoting physical and psychological wellbeing of all its employees thereby undertaking appropriate measures to prevent ill-health and injury that may arise from any work activities.
The Occupational Health Service (OHS) and Employment Assistance Programme (EAP) are services provided by the Health Management Limited (HML), providing expert advice, specialist counselling and support to all Harrow Council employees when required.
Employees can access the EAP service 24 hours a day, 7 days a week, either online or by the telephone. The range of topics covered by EAP include legal, bereavement, bullying and harassment advice etc.

Employees requiring the Occupational Health Service can receive this following initial referral by their line manager

Further advice / information can be obtained from Human Resources Department, email - AskHR AskHR@harrow.gov.uk as these services sit separate to the Corporate Health & Safety function, but will liaise with, and contribute to, any corporate health & safety plan for the purpose of ensuring the welfare of all.

Supporting Documentation

The council has several supporting documents which provide employees with more detailed practical arrangements regarding health and safety issues. These are available on SharePoint -Corporate Health and Safety Documents

Communicating Health and Safety Information

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The council uses a variety of methods to ensure suitable and sufficient health and safety information is disseminated to all staff; these are:

- Health and safety law poster and local contact notices e.g. first aiders, fire marshals.
- [SharePoint](#)
- Health and safety policies, guidance documents and handbook which can be found on [Share point](#)or on [SHE ASSURE](#)document Library
- Safety Circles
- COMMS
- Team briefings which may contain occasional health and safety information.

All other arrangements for health and safety can be found in the councils' health and safety staff handbook. This will be given to staff during induction, can be requested from your manager or accessed using either [Share Point](#)or [SHE Assure](#)document library Reference 133

6. Assurance

In order for this policy to be effectively implemented there needs to be an assurance process. Assurance will be established by.

- Documentation - Divisional Health and Safety Plans including copies of risk assessments and safe working methods will be in writing and kept either electronically or as hard copy. It is essential that working documents such as risk assessments are readily available to all employees

- Reporting – Ensure key indicators are in place to monitor performance and include data to identify trends that will be fed back to Senior Management

- Independent Review - The Corporate Health and Safety Team will undertake assurance work of all Directorates. Directors and Heads of Service will ensure that active monitoring is carried out in their areas, based on the Corporate Health and Safety Performance Plan. In addition, Inspectors of the enforcing authorities and health and safety representatives appointed by recognized Trade Unions will / may conduct independent inspections and audits.
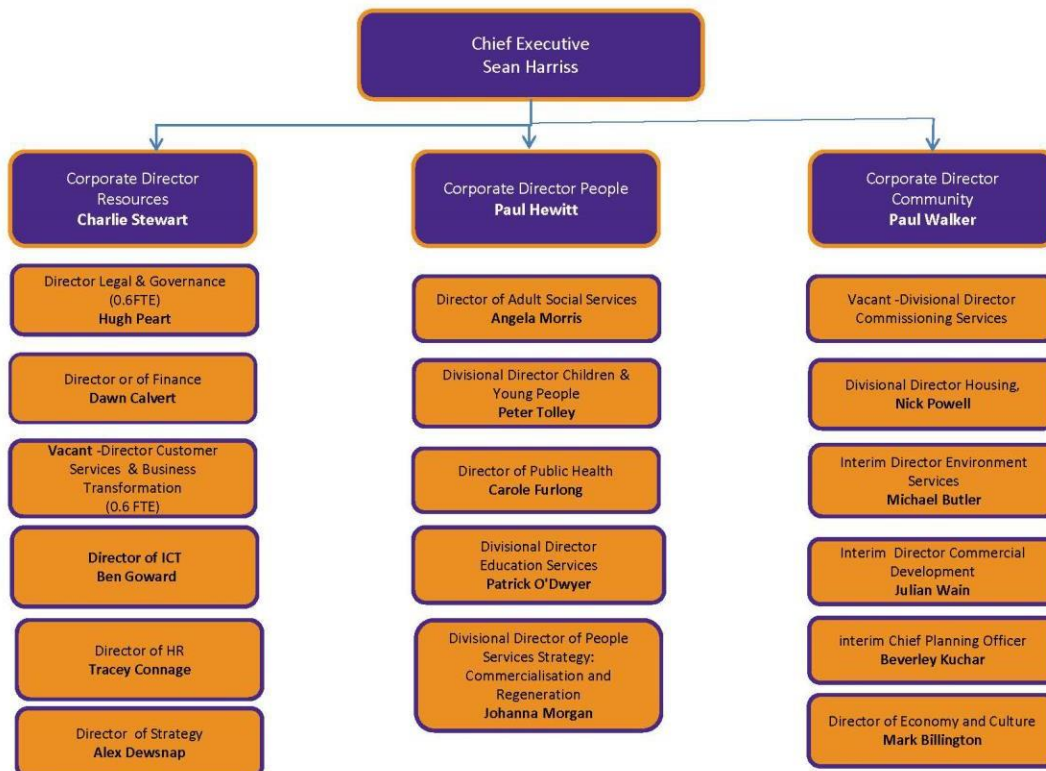
7. Sign off of Policies and Procedures

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The responsibility for producing, updating, and communicating corporate policies and procedures rests with the corporate health & safety team under the Corporate Health, Safety Compliance Manager.

All Policies are presented at the Corporate Health and Safety Board where the board committee is represented by Corporate Director, Divisional Directors, Human Resources, Corporate Health Safety and Compliance Manager and Trade Unions. All members of this board have responsibility to review and encourage feedback before final sign-off

Health & Safety requires the proactive, timely production of relevant and required policies and procedures to ensure the safety of those in the organisation. To this end, such policies and procedures final sign off rests with the Corporate Director-Community and will be reported to the Corporate Health & Safety Board for information and cascading as necessary

Senior Management Structure

Chief Executive
Sean Harriss

Corporate Director Resources
Charlie Stewart

- Director Legal & Governance (0.6FTE)
  Hugh Peart
- Director or of Finance
  Dawn Calvert
- Vacant -Director Customer Services & Business Transformation (0.6 FTE)
- Director of ICT
  Ben Goward
- Director of HR
  Tracey Connage
- Director of Strategy
  Alex Dewsnap

Corporate Director People
Paul Hewitt

- Director of Adult Social Services
  Angela Morris
- Divisional Director Children & Young People
  Peter Tolley
- Director of Public Health
  Carole Furlong
- Divisional Director Education Services
  Patrick O'Dwyer
- Divisional Director of People Services Strategy: Commercialisation and Regeneration
  Johanna Morgan

Corporate Director Community
Paul Walker

- Vacant -Divisional Director Commissioning Services
- Divisional Director Housing,
  Nick Powell
- Interim Director Environment Services
  Michael Butler
- Interim Director Commercial Development
  Julian Wain
- interim Chief Planning Officer
  Beverley Kuchar
- Director of Economy and Culture
  Mark Billington

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