



Wellbeing Health & Safety Strategy 2015-2018

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Our Vision

NRW will make a very positive contribution to improving the Wellbeing, Health and Safety of people in Wales, through the work that we do and the way that we do it.

Our aim will be that:

- Everybody working with NRW remains safe and well
- Our work helps to protect communities from flood and other environmental threats
- We will provide safe, enjoyable and accessible places for people to visit

We will do this by:

- Striving to avoid all work related accidents - but learning from the incidents that do happen.
- Continually working to improve the way that we do things.
- Taking a risk based approach, promoting sensible and proportionate risk management.
- Taking positive action to protect the Health and Wellbeing of staff.
- Finding ways to improve the Wellbeing, Health and Safety of people in Wales through better Natural Resource Management, including:
 - Protecting communities from flooding
 - Effective environmental regulation.
 - Providing safe and enjoyable places for people to visit without taking away their sense of freedom and adventure.

To achieve these things we will:

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

1. Background

Welcome to the Natural Resources Wales (NRW) Wellbeing, Health and Safety (WHS) Strategy. This is a living document that provides the framework through which the whole organisation will work to improve its approach to wellbeing, health and safety.

We know that society faces the challenge of sustainably managing the world's natural resources as populations increase and the impacts of climate change start to be felt. The only certainty is that we cannot keep doing what we have always done – this is what motivates Natural Resources Wales (NRW) in leading a change in approach.

Wales has taken an innovative step, creating the first organisation of its kind designed to bring together the tools, knowledge and expertise needed to deliver sustainable, integrated natural resource management. With a clear and ambitious purpose, NRW is a fledgling organisation with a big responsibility to ensure that the environment and natural resources of Wales are sustainably maintained, sustainably enhanced and sustainably used, now and in the future.

We recognise that we cannot do this alone and our ability to inspire partners, stakeholders and organisations to help deliver integrated natural resource management in Wales is also critical to our success.

Therefore our people and how they work are fundamental to the success of NRW and we want to succeed in a safe and healthy way. This strategy provides the direction for us to improve further our wellbeing, health and safety performance over the next three years. The strategy is supported by a three year improvement plan, governance framework and a revised Wellbeing, Health and Safety Policy.

We will continue to improve the way we do things by being accountable for wellbeing, health and safety, and by having managers and staff who strive to create safer work places. We want to be recognised both internally and externally that we are leaders for managing wellbeing health and safety.

2. Why NRW needs a wellbeing, health and safety strategy

Our Roadmap

The NRW Roadmap: Our Journey to Success describes how that success depends on the way we work together to create a better Wales. The roadmap sets out our vision and what we will do to deliver it. Our values and behaviours are about how we will do it. Our values mean that we will be both responsible and accountable for our actions and we will act to keep ourselves and others safe and well.

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

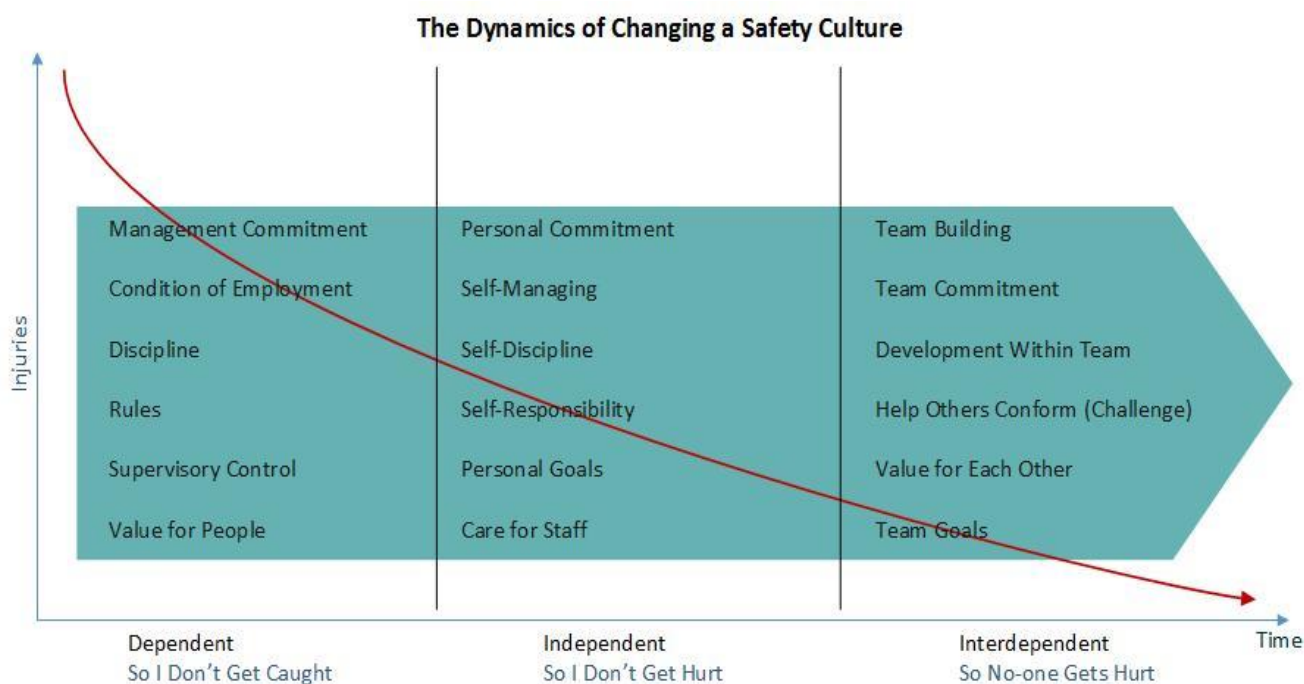
All staff should ask themselves the daily question – Am I working to keep myself and others safe and well?

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

To do this everyone will need to take personal responsibility for wellbeing, health and safety at work, and line managers will provide support to achieve this. We are all vital to improving our wellbeing, health and

safety. Our aspiration is to have no work related accidents and need to be constantly trying to prevent accidents by focusing on real risks and keeping it simple. It is more about leadership and behaviours than process, and this is where we need to concentrate our efforts.

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



Where are we now?

As a baseline for understanding where we are on this journey, our first Wellbeing, Health and Safety survey ran in December 2014 utilising the HSL Safety Climate Tool (HSL is an agency of the Health & Safety Executive) and provides us with an evidence base on which to identify areas for improvement.

The climate tool investigated wellbeing, health and safety culture across Natural Resources Wales, where a high response rate of 60% was achieved. The tool considers eight factors:-

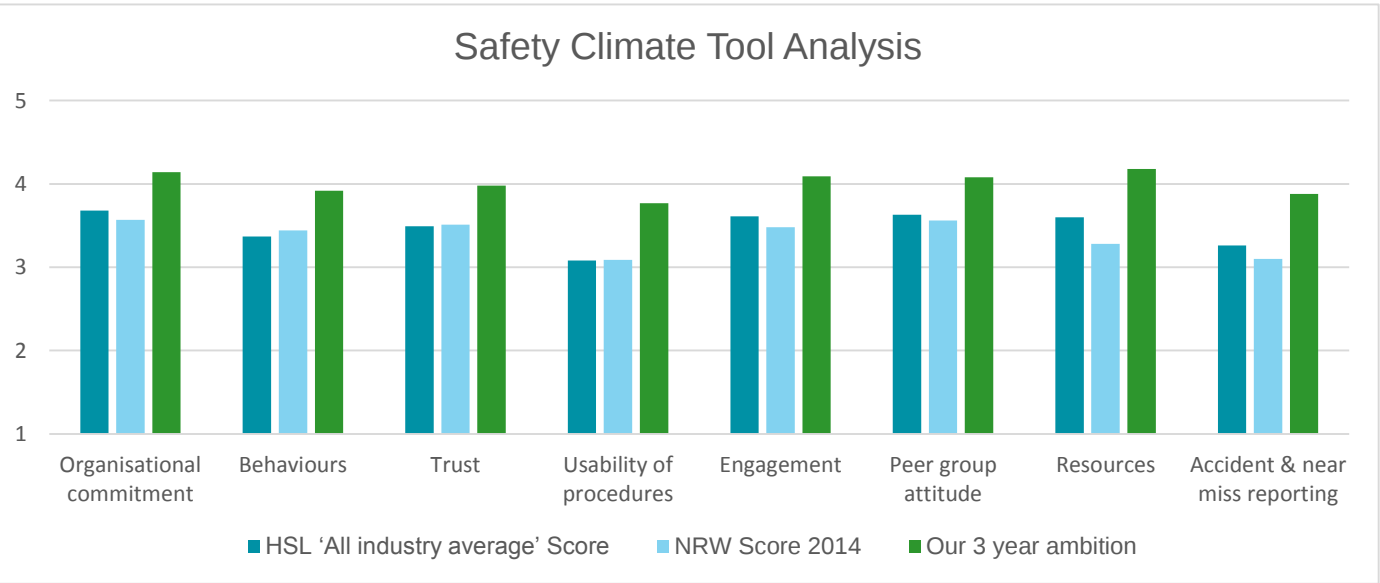
- organisational commitment
- behaviours
- trust
- usability of procedures
- engagement
- peer group attitude
- resources
- accident and near miss reporting

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

In summary the main findings were that when compared against HSL’s benchmarks, our current performance is slightly below average in relation to organisational commitment, engagement, resources and accident and near miss reporting and average for behaviours, trust, usability of procedures and peer group attitude.

As a starting point, suggested areas for improvement are usability of procedures and accident and near miss reporting, however we will consider the whole report before focussing immediately on specific areas.

Our transformation will be reflected by achieving, as a minimum, the HSL ‘all industry average’ scores for all factors with an ambition over a 3 year period to achieve scores for all factors comparable with those of a high performing organisation. For illustrative purposes, the table below sets out that three year ambition as a score indicative of the highest scoring organisations alongside our current score and the current ‘all industry’ average. We will review in more detail the outcomes of the climate tool on a directorate basis to understand any variation within NRW. This will ensure that we more fully capture the learning points and the areas for improvement and intervention.



The report for NRW can be found on the Wellbeing, Health and Safety page of the Intranet.

3. The Strategy

This strategy will help guide us through our wellbeing, health and safety transformation by providing focus on the key areas of development. Over the next three years we will continue to improve the way we do things by being accountable for wellbeing, health and safety and by supporting line managers and staff to strive for creating safer work places.

This strategy has taken account of the views of staff through the use of the staff climate survey tool and in consultation with the National WHS Committee and Regional Forums, Executive Team and the Board.

The strategy is supported by a three year improvement plan, governance framework and a revised

Wellbeing Health and Safety Policy and is described through the use of the following themes which are reflected in the improvement plan.

- Leadership
- Behaviours
- Engagement
- Campaigns and communications
- Wellbeing and occupational health
- Data quality and information
- Legislative compliance

As we navigate along our roadmap and transform NRW, we will all become able to clearly demonstrate that we live the values and behaviours of these themes and that understand 'How we do wellbeing, health and safety around here' by delivering the 'We wills' for the different themes.

• Leadership

The climate tool indicated that there was below average performance in relation to organisational commitment. So whilst, health and safety was seen more important than simply getting the job done, the use of communications such as team meetings, cascade briefings and toolbox talks could be improved. The survey also indicated that there was average performance in relation to trust and health and safety.

All line managers must show strong, sustained and visible leadership for wellbeing, health and safety. All communication channels will be used to raise the profile of wellbeing health and safety.

We will:

- Inform our staff so that they know their health and safety responsibilities.
- Make wellbeing, health and safety non-negotiable. It will be our number one performance measure.
- Lead by example, promoting, praising and publicising good practice as well as tackling poor health and safety practice.
- Undertake highly visible active monitoring/engagement visits to see, hear and listen to staff.
- Invite employee representatives to participate in all incident investigations and in particular incidents that are reported to the Health and Safety Executive (HSE).
- Ensure that wellbeing, health and safety is fully recognised in both the business, in learning and development plans and in staff objectives.

• Behaviours

The climate tool indicated that there was average performance in relation to health and safety orientated behaviours. So whilst, our staff do not feel pressured to work unsafely there is a view that not all health and safety procedures are followed and that at times insufficient attention is paid to health and safety.

We will need to ensure that the principles of behavioural safety are extended throughout NRW. Our health and safety audits will look more at what people do in practice rather than just on following policies and process. Management of safety will influence behaviours and limit the opportunities for mistakes to be made which could result in injury, loss of life or damage.

We will:

- Ensure everyone takes personal responsibility for their own safety and that of the people around us.
- Run a behavioural safety programme for all staff in NRW.
- Establish a behavioural safety monitoring system that concentrates on what people do rather than just compliance with procedures.
- Encourage staff to challenge peers, contractors and managers, praise good practice when we see it and stop unsafe acts when we see them.
- Apply the principles of a "fair and just decision approach" to our incident reviews, and let people know

the outcome. This is a key cultural element to ensure full co-operation, elimination of any potential 'blame culture' and identifying true lessons learned through the review process.

• Engagement

The climate tool indicated that there was below average performance in relation to engagement in health and safety. So whilst, our staff believe managers take on board ideas on how to improve health and safety there would seem to be insufficient engagement and effort about health and safety. It is well understood that there is a strong correlation between employee engagement and performance on wellbeing, health and safety.

The partnership agreement we have with trade unions enables them to play a bigger role in promoting wellbeing health and safety values. The skills and capacity of our health and safety representatives will be sufficient to allow them to get more involved in incident investigations and site inspections. As our biggest asset is our people, they will be encouraged at every opportunity to suggest ways to improve wellbeing, health and safety.

We will:

- Ensure that wellbeing health and safety is fully recognised in both the business, in learning and development plans and in staff objectives.
- Free up time for line managers to engage in wellbeing, health and safety with their staff.
- Work with Trade Union safety representatives to identify ways to continually increase their skills, raise their profile and increase their level of involvement.
- Engage with staff and representatives in the development and implementation of policies and procedures. We will develop and foster ideas on how we can improve health and safety performance.
- Provide representatives with information on performance and good practice and encourage them to seek it out.
- Ensure that the role of a Trade Union safety representative is reflected in their objectives and time is allocated.
- In the spirit of partnership working, take joint responsibility for progressing the wellbeing, health and safety action plans, both nationally and locally, but recognising that management alone is accountable for WHS performance.
- Collaborate with other organisations and external business sectors e.g. Visitor Safety in the Countryside, Forestry Industry Safety Accord (FISA), Forestry Commission, Environment Agency, NHS to share wellbeing, health and safety learning, information and initiatives.

• Campaigns and communications

As previously stated the climate tool indicated that there was below average performance in relation to engagement in wellbeing, health and safety. Additionally the survey indicated that suggestions to improve health and safety are not always acted upon.

Analysis of data on wellbeing, health and safety performance will give us the knowledge to develop specific campaigns to target improvements. We will use all our communications channels to constantly inform and remind our employees of health and safety performance, issues or hazards and to receive feedback from them.

We will:

- Establish clear targets and goals, express them in simple terms and let our people know what they are.
- Create a wellbeing, health and safety culture that is based on doing the right thing and where we feel comfortable challenging policies, procedures and practices if we feel they are not fit for purpose.
- Deliver national and locally developed campaigns (DSE, mental health, stress) to improve performance.
- Provide straightforward wellbeing health and safety information via the Intranet, Yammer, HASA alerts,

notice boards and cascades. Share good practice and learning points across NRW.

- Encourage feedback and ideas on how we can get our wellbeing, health and safety messages over to all.

• Wellbeing & Occupational Health

The climate tool indicated that the wellbeing of our staff was as important as their health and safety. Good wellbeing combines our physical and emotional health and allows us to live to our potential. Being physically and emotionally well means we are more resilient. Being resilient within work is extremely important bringing many benefits to the organisation, the individual and society as a whole. Resilient people learn more quickly, make better decisions, make better leaders, are more creative and productive and are more physically and mentally present. This enables us to give our best and cope better with change.

Our occupational health service providers will supply us with the information to prioritise issues on health. Health standards will be used to ensure all staff will be fit and healthy enough and have the competence and capabilities to carry out their work safely.

We will:

- Avoid making our work more stressful than it has to be and help staff cope with pressures that do arise.
- Ensure that the physical and mental health of our staff is not negatively impacted upon by their work and working environment and that managers actively monitor and manage the wellbeing, health and absence of their teams.
- Improve the knowledge and understanding of line managers of the occupational health service providers and occupational health policies and procedures and the employee assistance programme (EAP).
- Carry out wellbeing and health surveillance on staff doing tasks known to have the potential to affect health.
- Proactively rehabilitate people back to work after they have been absent with significant health problems.
- Consider the value and benefit of adopting Welsh Government Corporate Health Standard.
- Deliver and support national campaigns and hold national and local health and wellbeing fairs annually.

• Legislative Compliance

The climate tool indicated that there was average performance in relation to usability of procedures and provision of resources for health and safety. Whilst our staff believe that the jobs they do can be done safely there is a view that procedures, guidance and risk assessments are not practicable or fit for purpose. Similarly the survey indicated that health and safety equipment works well but that sufficient resources to undertake work safely are not always available.

We will ensure that changes in health and safety legislation will be embraced and standards exceeded where possible. People will be trained and informed of any new requirements and personal accountabilities.

We will:

- Actively contribute to, and provide constructive feedback on, any nationally developed standards.
- Implement any changes in process or procedures and provide a forward look to business planners to ensure there is sufficient time given for associated briefings, training and management.
- Review and monitor any changes or new procedures to ensure they being adhered to.
- Monitor for legal compliance and take remedial action, where appropriate.

- **Data Quality and Information**

The climate tool indicated that there was below average performance in relation to accident and near miss reporting. Whilst our staff believe that generally accidents are reported, near misses are not.

We give our staff the confidence to report accidents and near misses and provide effective systems to allow staff to record incidents and for managers to respond to notifications. We are planning to launch a single NRW accident and near miss reporting system for 1st April 2015 to replace dependency on systems provided by predecessor bodies. This will be an interim system in place until the need for more permanent bespoke solution can be developed.

Consistent sets of reports will be produced from common data, so that health and safety performance can be benchmarked, managed and monitored across all directorates. Lead indicators will be developed to reduce the likelihood of incidents and accidents so that we can drive the change in our wellbeing, health and safety performance.

We will:

- Develop standard formats of data, both nationally and by directorate that can be compared internally and with other similar external organisations.
- Use the data to identify trends and inform action plans.
- Develop and communicate proactive health and safety checks and engagement e.g. audits, surveys, inspections, tours and ensure they are viewed with the same importance as reporting incidents.
- Review accidents and incidents recorded on our NRW Health and Safety reporting system and produce regular reports to ensure good data quality.
- Ensure that feedback is given to staff on the outcome of incidents and hazards that they report.

Other relevant information

NRW Wellbeing, Health & Safety Improvement Plan April 2015
NRW Wellbeing, Health & Safety Policy April 2015
NRW Wellbeing, Health & Safety Governance Framework April 2015

Contact

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This document is owned by ODPM

Approval

Approved by National WHS Committee

Version

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For first review in 12 months and then every two years. Amendments will be made sooner where a relevant change in legislation or business requirement occurs and following discussion with the representing Trade Unions.