

Board Paper

27 March 2015

Paper Title	Wellbeing Health & Safety (WHS) Programme
Paper Reference:	NRW B B 20.15
Paper Sponsored By: Paper Authored By:	Ashleigh Dunn Andrew Johnson

Purpose of Paper:	Decision
Recommendation:	That the Board agree the paper and adopt the strategy, governance framework and policy documents for NRW
Decision Required:	Yes

Impact:	Impact on our people Adopting the proposed programme will enable us to develop a culture that supports our values and improves our standards of health, safety and wellbeing. Impact on NRW Adopting the proposed programme will enable us to ensure legislative compliance and allow us to embrace changes in health & safety legislation, exceeding standards where possible.
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Issue

1. Our Corporate Plan 2014-2017 sets out our purpose of ensuring that the environment and the natural resources of Wales are sustainably maintained, sustainably enhanced and sustainably used, now and in the future, Our people and how they work are fundamental to the success of the corporate plan and we want to succeed in a safe and healthy way.
2. We undertake many high risk activities that need to be carried out safely. For example, we harvest forests, routinely work in or near water, we have many lone and remote workers, we use chainsaws, and regulate dangerous facilities. These are just a handful of the high risk activities that our staff undertake routinely. We also have responsibility for public safety on our land and assets, for example on the forest estate, nature reserves and flood risk assets.
3. We also have staff who have experienced significant change in the organisation so matters of staff wellbeing and resilience are of great importance.
4. Our Roadmap sets out our vision and what we will do to deliver it. Our values and behaviours are about how we will do it and mean that we will be both responsible and accountable for our actions, and will act to keep ourselves and others safe and well.
5. Over the next three years we need to consolidate and improve the way we do things by being accountable for wellbeing, health and safety and by having leaders, managers and staff who strive to create safer work places.
6. It is clear to deliver those actions and other identified work, Wellbeing Health and Safety (WHS) requires a clear long term strategy. There is a need for visible, strong and sustained leadership at Board, Executive Team, Leadership Team and with all line managers. This commitment to WHS should not just be seen as a priority but embedded in everything we do.

Background and update

7. In November 2014, we set out our approach to WHS in NRW through the adoption of a clear programme to drive the improvement which will enable NRW to pursue its ambition with respect to the wellbeing, health and safety of its employees. This comprised four key elements:
 - Develop a **Wellbeing Health & Safety Strategy** (Annexe 1) with a supporting 3 year Improvement plan
 - Reviewing and refreshing our **Governance Framework** (Annexe 2)
 - Revised Wellbeing, Health and Safety Policy (Annexe 3)
8. The strategy, governance framework and policy documents accompany this covering paper.
9. The **Wellbeing Health and Safety Strategy** sets out our ambition for WHS. The document sets out where we are now on the basis of the recent staff climate survey and other information e.g. direct staff feedback, regional forum feedback but then sets out our ambition for moving forward to where we want to be over the next 36 months. The survey has provided us with our baseline evidence from which we can monitor our improvement over time and implementation of the strategy and improvement plan. In summary, the survey showed in comparison to other organisations, our current performance is

‘average’ and also identified areas for improvement around leadership, communication, wellbeing and risk management.

10. Our transformation will be reflected by achieving, as a minimum, the ‘all industry average’ scores with an ambition over a 3 year period to achieve scores comparable with those of a high performing organisation. We will work with HSL to understand scores for high performing comparable organisations and once this is clear, we will refine our aspiration accordingly.
11. In response to our evidence the document then sets out ‘how we do WHS around here’ through a series of themes and ‘We will’ statements. We need to recognise that the predecessor bodies had different cultures and ways of working in relation to WHS. The strategy is linked to the NRW Roadmap values and behaviours but further develops these for the WHS cultural and performance improvements we desire. The strategy is described in a way that has a balance between being straightforward and light, but also sufficiently informative to staff. The strategy has been developed utilising the HSL (an agency of HSE) guidance on how to achieve safety culture excellence – now and tomorrow.
12. The 3 year improvement plan supports delivery of the strategy. The plan based on the original 1 year plan but further extended by content and timeline, encompasses the wider organisational needs on matters of wellbeing, health and safety. The improvement plan items are linked to themes within the strategy to help make the link across. This plan will be an evolving document as items are delivered, progress updated and where changes are required as necessary e.g. legislative changes.
13. The **Governance Framework**. The Governance Framework follows HSE’s advice on best practice for Governance of H&S. The purpose of the governance structure is set out the arrangements by which organisations are directed and controlled as a Director level from a strategic decision making basis with full accountability. The framework clarifies the role of the Board and the Audit & Risk Assurance Committee in respect of WHS.
14. This is distinct from the day to day management responsibilities for H&S that managers have and the need to ensure effective engagement with NRW staff and stakeholders on WHS. It also allows for engagement with staff at all levels in the organisation to build a strong WHS Culture and to develop and implement the WHS Improvement Plan.
15. **NRW Wellbeing, Health & Safety policy**. There is a legal requirement to have a written policy for an organisation of our size. The original policy document has been updated to include greater emphasis on wellbeing and behaviours, and where the language used within the original document e.g. in roles and responsibilities, has changed since vesting day. The policy, which complements the Governance Framework, sets out our statement of intent in Part 1 and detail on the duties and responsibilities of all NRW staff including Board members in Part 2.
16. We will consider merging the governance framework within the overarching wellbeing, health and safety policy clearly identifying the link between policy, governance and day to day responsibilities for wellbeing, health and safety in a single document.

Risks

17. Extended delays to delivering the proposed programme will impact on our ability to develop the culture that supports our values and improves our standards of health, safety and wellbeing and poses the risk of failing to be legally compliant.

Financial Implications

18. There are direct financial implications, largely though the need to fund training in safety management and behavioural safety. However, the shift in focus is will enable us to develop a culture that supports our values and improves our standards of health, safety and wellbeing, and ensure legislative compliance.
19. A training needs analysis will be undertaken with an assessment of the required type of training dependent on role and level of risk, and a tendering exercise.

Communications

20. These documents have been developed by Andrew Johnson (ODPM) as lead author with principal contributors Peter Garson (Operations South), Clive Thomas (Governance) and Ashleigh Dunn (ODPM).
21. The WHS Team, National WHS Committee and Regional Forums were consulted during the drafting of the documents and where appropriate, any comments have been incorporated.

Equality impact assessment (EqIA)

22. Equality Impact Assessments were produced for the Strategy and Policy documents. Improvement plan actions have been reviewed for EqIA assessment and these will be undertaken at time of delivery of improvement plan actions.

Annexes:

1. Wellbeing, Health and Safety Strategy
2. Wellbeing, Health & Safety Governance arrangements
3. Wellbeing, Health and Safety Policy