

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Governance and Audit Committee
Date:	16 July 2026
Subject:	Annual Corporate Health & Safety Report 2025-26
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Nature and Reason for Reporting: The Governance and Audit Committee's Terms of Reference has an explicit requirement for the Committee to receive an annual assurance report regarding Corporate Health and Safety (3.4.8.7.3) as part of its wider consideration of the Council's assurance framework (3.4.8.7.1). As part of its considerations, the Committee is required to ensure there is clarity of what assurance is provided, that there is a clear allocation of responsibility for providing assurance and duplication is avoided (3.4.8.7.2). The Committee is also required to keep up to date with significant areas of strategic risks and major operational and project risks (3.4.8.8.1).	

1. Introduction

- 1.1 This report updates the Committee, as at 31 March 2026, on the Council's activities with regards Corporate Health and Safety during 2025-26.
- 1.2 The report provides an overview of the health and safety activity at the Council during the period, including an analysis of accident and incidents and key achievements. It also sets out a strategic plan for 2026-2031.

2. Recommendation

2.1 That the Governance and Audit Committee:

- Considers whether the Council's activities regarding Corporate Health and Safety adequately address the risks and priorities of the Council
- Takes assurance that reasonable measures are in place to manage health and safety risks to an acceptable level.



Health and Safety

Annual Report 2025 / 26

Outlines the health and safety performance of the Council

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Executive Summary

The Council's Health and Safety performance during 2025/26 shows continued overall improvement, with total recorded incidents reducing for a second consecutive year. A total of 1,315 incidents were reported, compared with 1,362 in 2024/25 and 1,675 in 2023/24, reflecting the effectiveness of existing control measures and governance arrangements.

However, this positive trend is offset by a significant rise in incidents involving employees, increasing from 404 to 546. This shift indicates a changing risk profile, with workplace risks increasingly affecting staff, particularly those in frontline, education, care and other public-facing roles.

The most notable area of concern is the continued increase in violence, aggression and abusive behaviour toward staff. Incidents involving physical assault, challenging behaviour and verbal abuse have risen, particularly within Education and Care settings.

Other incident types, including slips, trips and falls, remain the most frequently reported but are generally well understood and managed through existing risk control measures. Public-related incidents have decreased overall, suggesting that risks to service users and visitors are being effectively controlled.

During the year, the Council also developed a new Health and Safety Strategic Plan for 2026–2031. Although not yet formally approved, the Plan was shaped directly by the risks, trends and learning identified in this report. It sets out a long-term framework for strengthening leadership, governance, data-informed decision-making and assurance across all services.

The Council continues to maintain robust governance, reporting, and compliance arrangements, supported by regular monitoring, corporate oversight, and service-level accountability. Progress has also been made in developing strategic and operational improvements, including enhanced reporting systems, targeted interventions, and the development of a Corporate Health and Safety Strategic Plan.

In summary, while overall performance continues to improve, the increasing number of incidents affecting employees - particularly those linked to violence and aggression - represents a key risk. Addressing this issue will be critical to ensuring the continued safe and effective delivery of Council services.

1. Introduction

The Council's Health and Safety Policy includes a commitment to the preparation and publication of an Annual Health and Safety Report.

The Welsh Local Government Association (WLGA) has developed a framework and guidance for the production of an Annual Health and Safety Performance Report. The framework and guidance provide a series of headings to assist with the reporting of health and safety performance. This framework was not intended to be a comprehensive analysis of health and safety but should assist in identifying the commitment, ability and direction of the management of occupational health and safety. This report follows the format provided by WLGA.

2. Key Achievements

- A major achievement this year was the development of the Council's new Health and Safety Strategic Plan, created through extensive engagement with Services, the Leadership Team, Corporate Management Team, Health and Safety Coordinators and Business Managers. Although pending formal approval, the Plan provides a clear long-term framework for strengthening leadership, governance, data-informed safety and assurance.
- During a period of financial pressure across society and within the wider economic climate, the continued provision of Council services has remained vital. The ability to maintain those services while ensuring compliance with Health and Safety legislation represents a significant achievement.
- Incidents involving members of the public reduced from 830 to 740, despite very high levels of service usage across schools, leisure centres, youth services and care settings. This reduction indicates that risks to service users and visitors continue to be effectively managed.
- A cross-service working group was established to address the rise in violence and aggression within Education. This group—comprising Headteachers, Education Officers, the Early Intervention Team and Corporate Health and Safety—has developed new policies, procedures and awareness materials to support schools. Joint work with Social Services has also strengthened the approach to falls and behavioural risks in residential
- Significant progress was made in developing an electronic incident reporting system linked to the Risk of Violence Marker (RVM) process. This system will improve the speed, accuracy and consistency of reporting, support compliance with Data Protection requirements, and provide timely risk information to staff.
- Work has continued on developing a new corporate framework for managing Display Screen Equipment (DSE) risks, aimed at improving consistency and compliance across all Services. The emerging framework will enable automatic alerts for users when assessments are required, provide a clear route for coordinators and managers to review assessments, and support corporate monitoring of completion rates. Once finalised and implemented, it will offer a more structured, consistent and auditable approach to DSE compliance, strengthening both governance and assurance.

3. Corporate Management

The Leadership Team (LT) has continued to provide overall governance and strategic oversight of the Council’s operations. This is supported by regular meetings of the Corporate Management Team, which facilitate the escalation of issues to the LT to ensure appropriate action is taken where required.

Corporate Health and Safety reports are presented to the Corporate Management Team on a quarterly basis.

4. Statistical Information

The data presented below includes all accidents and incidents reported during 2025/26 and comparison with 24/25 and 23/24. The internal classification of accidents and incidents has been in three categories - Minor, Serious and RIDDOR.

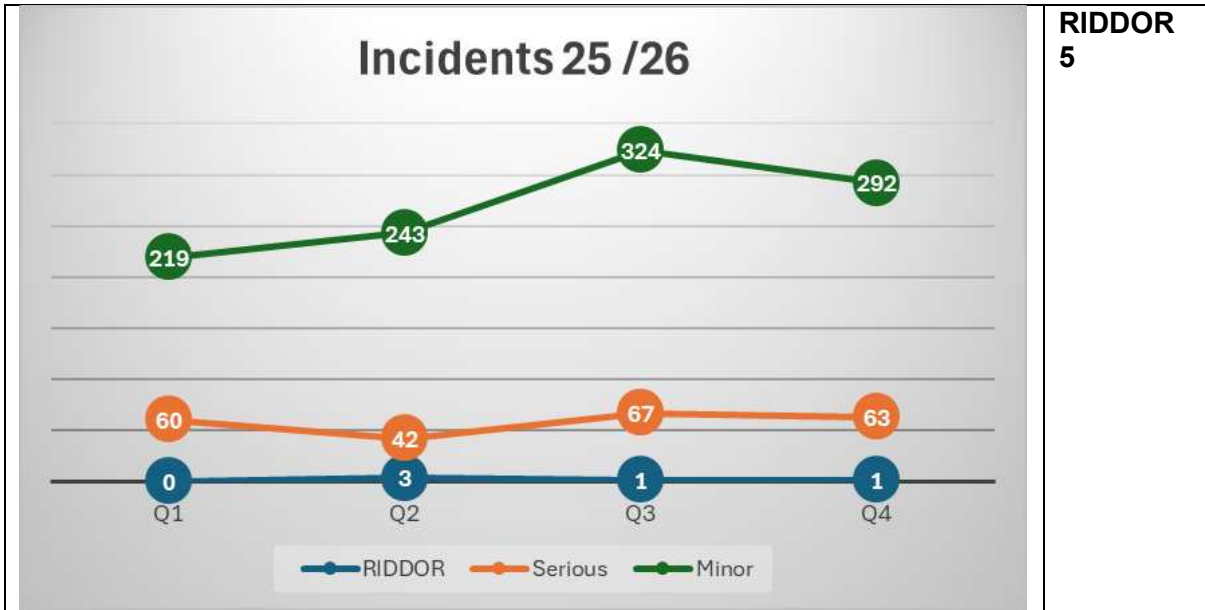
- a. **Minor accidents and incidents** would have been accidents / incidents where the resulting injury or loss was insignificant. This includes accident and incidents which resulted in no injury or loss and the potential outcome may be insignificant if injury or loss had occurred.
- b. **Serious accidents / incidents** are classified where the outcome resulted in significant injury or loss or where there was potential for significant injury or loss. This includes accidents and incidents which resulted in no injury or loss but the potential outcome may be significant if injury or loss had occurred.
- c. **RIDDOR accidents and incidents** are those which met specific criteria that required reporting to the HSE. The criteria for reporting these types of accidents and incidents are provided within the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations.

Graph 1 below presents the number of accidents and incidents for the whole authority during 2025/26. This includes incidents involving members of the public, service users, school pupils, contractors, facilities as well as employees.

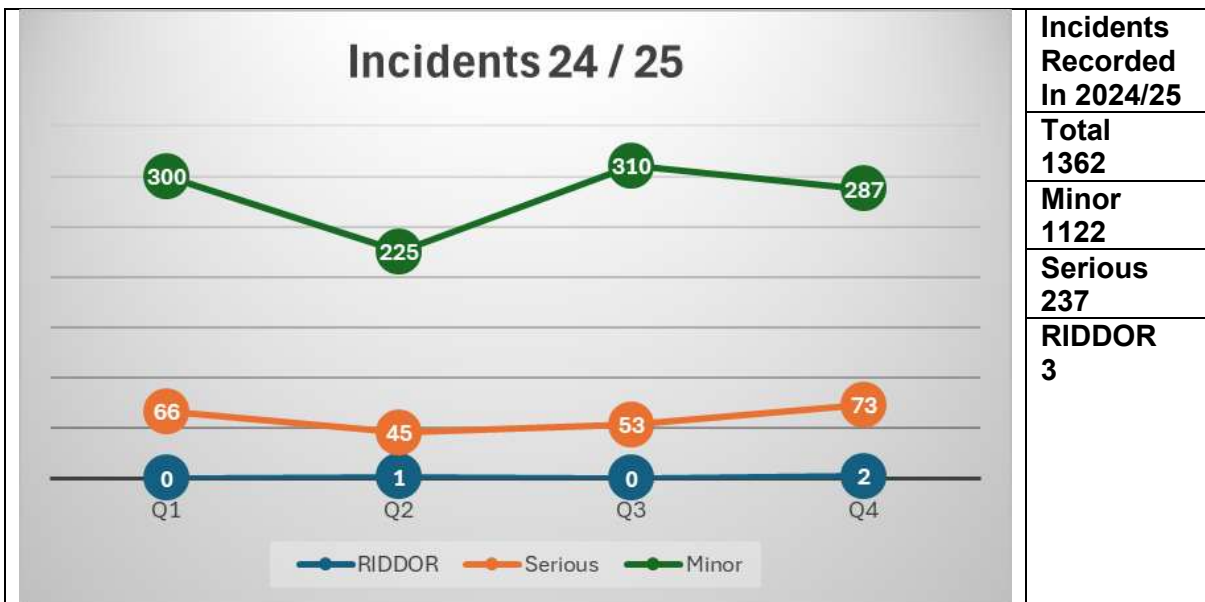
All incidents reported

Graph 1 – All incidents 2025/26

	Incidents Recorded In 2025/26
	Total 1315
	Minor 1078
	Serious 232

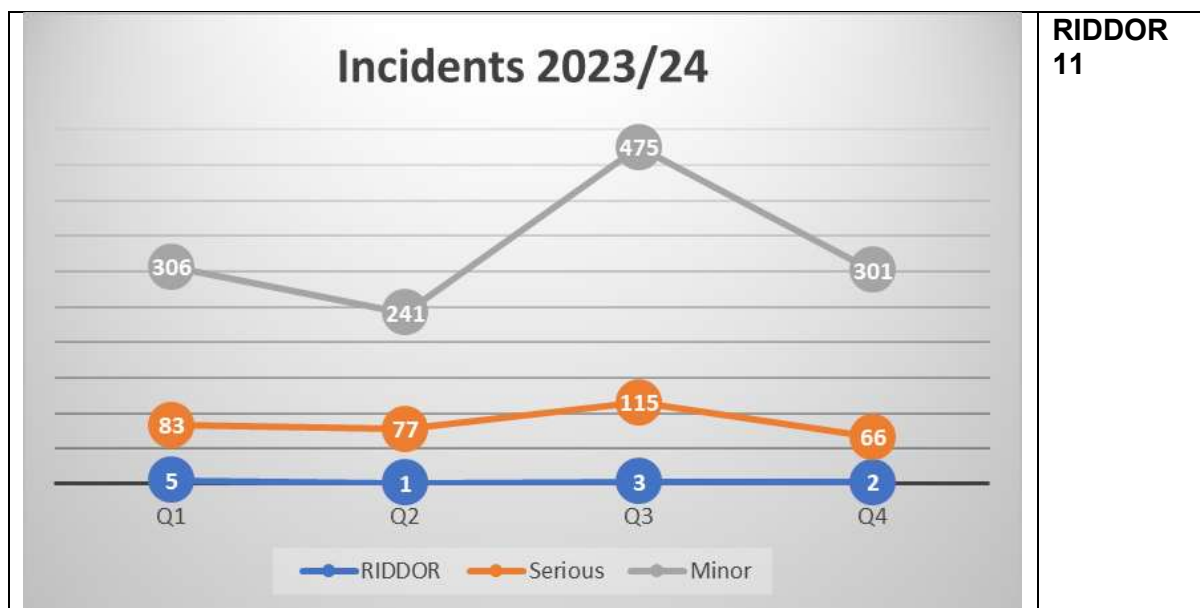


Graph 2 – All incidents 2024/25



Graph 3 – All incidents 2023/24





**RIDDOR
11**

Analysis of graphs 1, 2 and 3 shows a decrease in the number of accidents and incidents reported in 2025/26 compared to the previous two years.

As the Council has a duty of care for members of the public as part of the undertaking, incidents recorded for members of public are included in the overall total figures. Members of the public include, school pupils, pre-school pupils, Youth Club members, Clients in care homes and Leisure facility users.

Incidents for this group can include playground incidents, slip, trip and falls of clients due to mobility, sporting incidents and medical conditions. These are recorded for legal reason should further actions be required

The number for these incidents is presented below in Table 1

Table 1 – non work activity incidents

Type of location	Total number of incidents	Total number of users
Schools (Pupils)	389	9,256 pupils registered, and in school 190 days.
Dechrau'n Deg & Cylch Meithrin and Youth Club incidents (Pupils and Members)	79	Youth clubs 550 members 96 capacity per day 190 days
Leisure Centres (Users)	99	575,195 users over a period of 360 days.
Care Homes and Day Centres (Clients)	173	130 clients receiving care 365 days of the year.
Total	740	

Table 1 indicates there were 740 incidents reported regarding members of public in facilities run by the Council. This is a reduction on last year's total number of incidents - 830.

Each department have the data of the incident types and trends to enable them to identify areas that require interventions. This would include reviewing of risk assessments and development of new policies and procedures.

Employee only incidents

The graphs below present the number of accidents and incidents involving employees only.

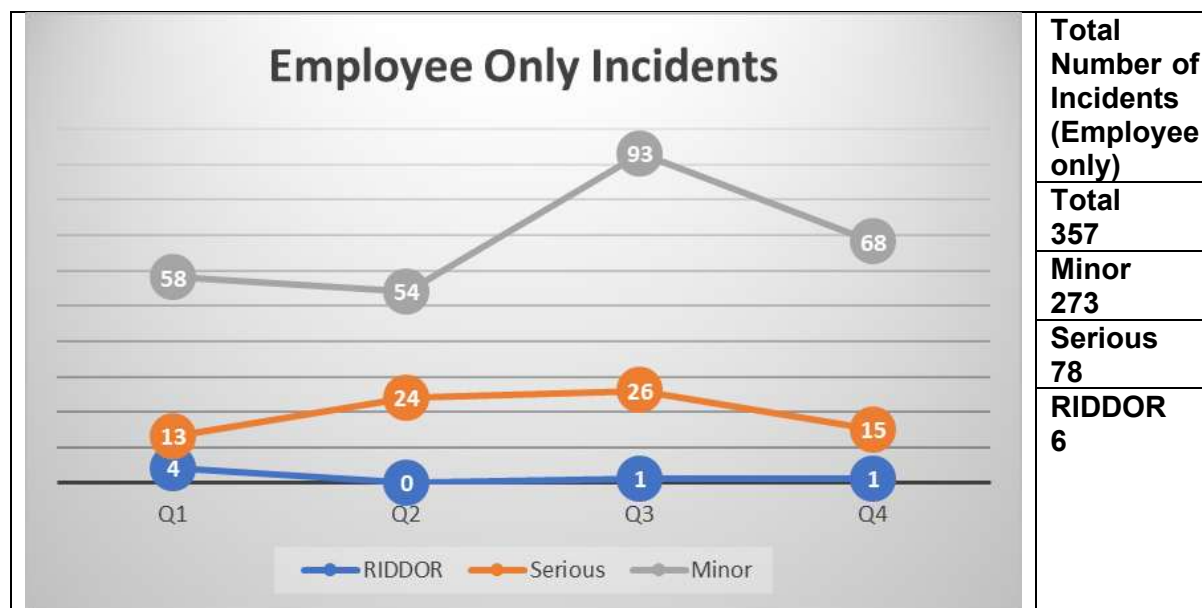
Table 4 – Incidents relating to employee only 2025/26



Table 5 – Incidents relating to employee only 2024/25



Table 6 – Incidents relating to employees only 2023/24



Analysis of graphs 4, 5 and 6 show an increase in the number of incidents in 2025/26 compared to the previous years.

Types of incidents

The most significant incidents are presented in a table below, Table 2

Table 2

Type of incident	Total
Physical assault Additional Needs	209
This type of incident involves clients or pupils lashing out where possibly there is no intent. There may not be capacity to recognise potential to cause harm.	
Physical assault	86
This type of incident considers the person’s intention could be to cause harm. The type of incident varies from pushing to striking a person, there has been physical contact	
Violent incident / Abuse	109
This type of incident involves members of staff receiving abusive or threatening comments from members of public. This may include members of public complaining about issues but in a volatile manner	
Challenging behaviour	48
This involves clients / pupils behaving in a possibly disruptive manner but due to mental capacity issue there may not be intent to cause distress	
Slip, Trip and Falls	333
Incidents recorded where an employee has fallen resulting in injury. This could include slippery surfaces or over obstruction	

Physical assault Additional Needs

These incidents mainly occurred in Education and Care Section. These related to incidents where the person may have lashed out without the intention of causing injury. There were 39 incidents resulted in a member of staff being struck. This figure is down from 62 the previous year. Within the Care section this would have resulted in a client risk assessment being undertaken to address the safety needs of both client and staff members. A similar process would be undertaken in specialist education environments.

In general education environment these incidents may have resulted in support from the Early Intervention Team.

Physical assault

Most incidents occurred in the education sector, with 38 involving other pupils being struck. A total of 30 incidents resulted in employees being struck, all occurring within primary schools. This has been identified as an issue which appear to be on the rise. Monthly meetings have been taking place between Education, Corporate Health and Safety and the Early Intervention team to discuss and provide support to the schools as required.

Further work is planned with a Working Group specifically looking at potential controls to address the issue.

Violent incident / Abuse

These incidents occurred in a cross section of the Council. Incidents of verbal abuse over the phone were included in these figures. There were 18 incidents where the verbal abuse was direct at a pupil or member of public within a Council property. A total of 90 incidents were recorded where the verbal abuse was directed at Council employees. This compares with 65 incidents in the previous year.

The Managing Contact – Unacceptable Actions by Customers Policy has considered these types of actions and allows for staff to inform the client the behaviour is unacceptable and terminate the phone call. This would then result in an incident form being completed. Where the behaviour is face to face a risk assessment may be undertaken. If it is a public building such as a Leisure Centre or Recycling Centre the possible exclusion from entry may be imposed on the perpetrator.

Challenging behaviour

These incidents occurred in Education and Care. The incidents related to pupils or client behaviour being disruptive to the persons present or work being undertaken. This may have resulted in review of the risk assessment. 4 incidents were recorded where Council employees have been affected by the behaviour.

Slip, Trip and Falls

A total of 333 incidents of slip, trip and falls were recorded. The fall categories do split further into fall from object and fall from heights. A total of 86 slip, trip and fall incidents were recorded among school pupils, all of which were considered to fall within the acceptable parameters of routine school play. Within the Care Homes and Care Section 135 falls were recorded in relation to clients falling, possibly due to medical conditions and frailty. When a client fall occurs in Care Homes, a fall risk assessment is carried out specific to the client. This would be to identify the risk of future falls and possible controls to reduce the risk. General slip, trip and falls where employees were the injured party equated to 30 incidents.

Manual Handling

Manual Handling incidents occurred mainly in the care section. This would relate to assisting clients rather than lifting objects. Specific training is provided to enable assisting and lifting clients in line with national guidance. In the year 2024/25 the number of incidents was 35. The year 2025/26 this had reduced to 16.

'Another Type' of incident is listed as a type of incident on the recording system. This is used for incident where it is difficult to class an incident. This may be where a member of staff has reported something as a concern. A total of 55 incidents were recorded under this heading.

There are other specific categories of incidents but the figures for these were considered low.

An additional category had been introduced this year which was Use of Weapon. This was introduced due to several Freedom of Information requests. There were 11 incidents recorded under this category. 10 of these were in a school environment. The category includes incidents where the perpetrator had possession of a weapon and not necessarily used it. An example would a pupil found in possession of a knife.

Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR)

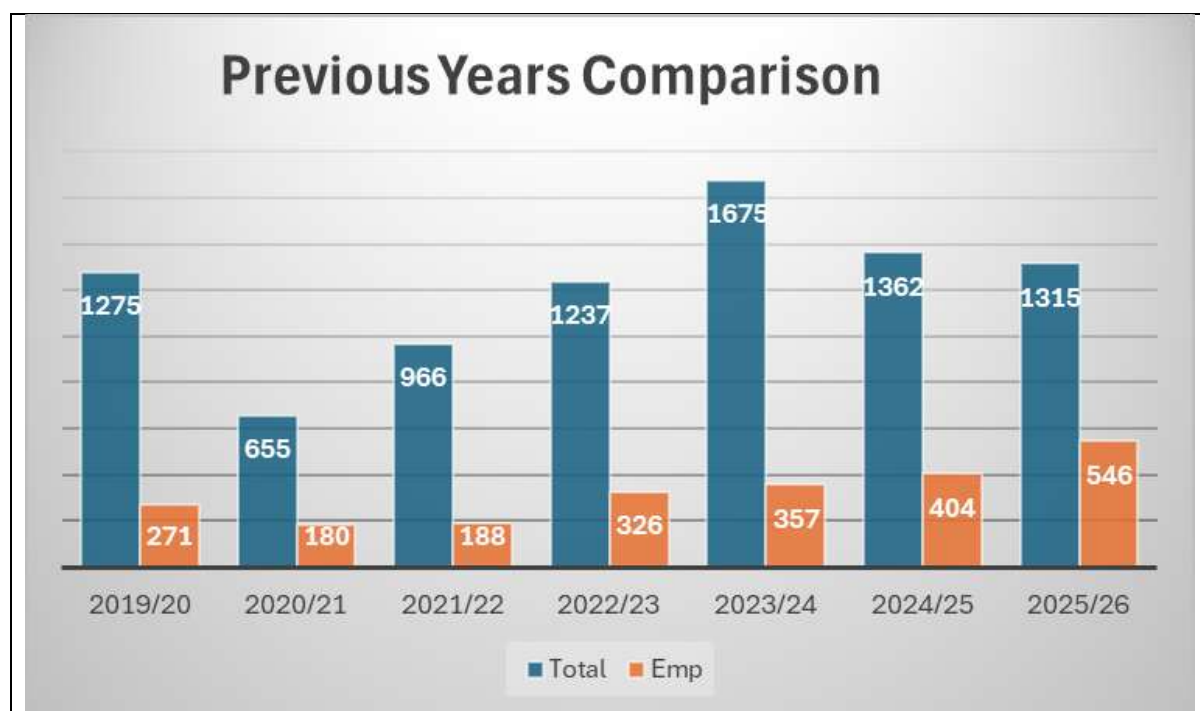
RIDDOR is the law that requires employers, and other people in control of work premises, to report and keep records of work-related accidents which cause death; work-related accidents which cause certain serious injuries (reportable injuries), diagnosed cases of certain industrial diseases; and certain 'dangerous occurrences' (incidents with the potential to cause harm).

Work-related accidents involving members of the public or people who are not at work must be reported if a person is injured and is taken from the scene of the accident to hospital for treatment to that injury. There is no requirement to establish what hospital treatment was provided and no need to report incidents where people are taken to hospital purely as a precaution when no injury is apparent.

A breakdown of the RIDDOR reports is presented below Table 3

Table 3 RIDDORs reported

Date	Incident	Reason for report
02/07/2025	Fall from a height under 2m	Over 7-day injury
17/07/2025	Fall from a height under 2m	Member of Public direct to hospital
25/09/2025	Another kind of in incident	Over 7-day injury
15/10/2025	Hit something fixed or static	Over 7-day injury
26/01/2026	Hit by moving/flying object	Member of Public direct to hospital

Graph 7 - Long Term Comparison

Due to the Covid19 crisis many work practises were restricted during the period 2019 to 2022. A request was made at a previous Audit Committee meeting to provide a long-term comparison of figures. The figures in graph 7 above include all incidents reported as Total and employee only incidents reported as Emp.

The table and graph above illustrate the drop in figures during the period of restriction. The year 2022/23 shows an increase from the period 2020/21 and 2021/2022. This increase was to be expected with the increase of activity. The figures remained below those of 2019/20 which is the last year before restrictions were implemented.

The increase continued during 2023/24 but there has been a slight reduction in total incidents in 2024/25. This has continued during 2025/26 the Employee Only incidents have continued to rise.

A number of factors may have contributed to the increase. Raised awareness of the need to report incidents may be a factor.

5. Partnerships

The North Wales Health and Safety Teams

There has been ongoing collaboration between the Corporate Health and Safety Teams in North Wales Local Authorities. This work has focused on developing consistent policies across counties, as well as reviewing and assessing control measures relating to asbestos management, lone working, and violence and aggression.

Regular discussions on key issues, including building security, have also enabled authorities to compare existing controls and share best practice.

6. Joint Consultation

Health and Safety Group

Quarterly Corporate Health and Safety Group meetings have been held throughout 2025/26. These meetings provide an opportunity for Health and Safety Co-ordinators from across all Council services to share information and discuss key issues.

Updates are delivered by the Corporate Health and Safety team on developments in health and safety, including relevant guidance and issued by the Health and Safety Executive (HSE). This enables services to review and assess their own arrangements to ensure they remain effective and compliant.

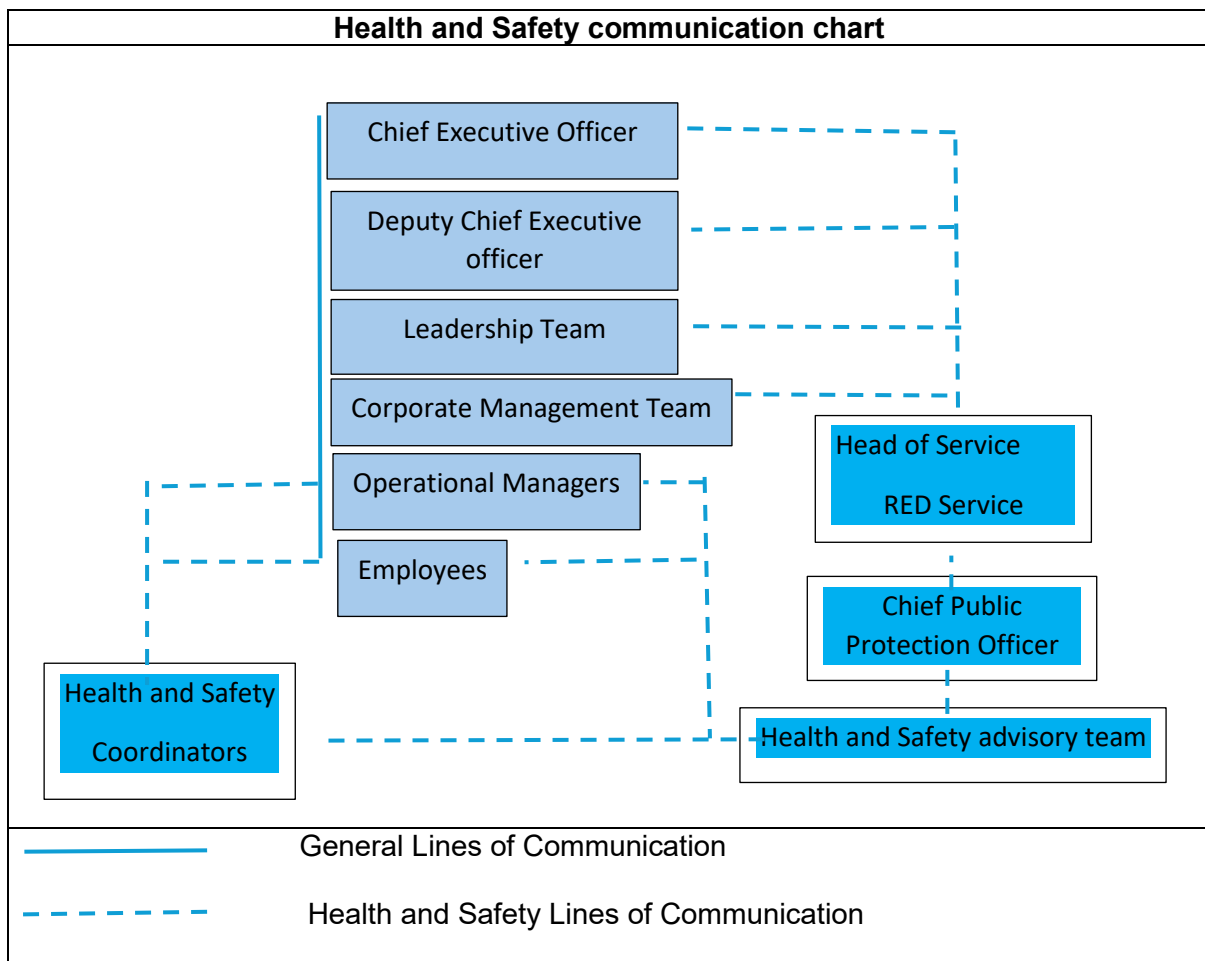
7. Occupational Health Provision

A bilingual Occupational Health Service is provided by Gwynedd County Council, which is managed by the HR Service. There are 450 appointments made available to staff each year. These are allocated via line manager referral or self-referral by the member of staff. There are 200 appointments made available to staff who feel they will benefit from physiotherapy these appointments are made by referral from Occupational Health following a consultation. During this period 59 employees received physiotherapy referrals through this system. Referrals to Medra are confidential.

8. Safety Performance

Corporate Health and Safety Support

The flow chart below shows a structure outlining the functional areas and lines of communication for Corporate Health and Safety. The Corporate Health and Safety Team is managed by the Licensing and Corporate Safety Manager. The Licensing and Corporate Safety Manager reports to the Chief Public Protection Officer who reports to the Head of Service.



The Corporate Health and Safety Team’s work plan is part of the Licensing & Corporate Health & Safety Service Plan. The Corporate Health and Safety Team’s actions are presented below in table 4.

Table 4 Corporate Health and Safety Team Actions

Key Actions	Success Criteria (How do we know when you have achieved the Key Action?)	2025 / 2026 Quarterly Targets				Resources Other than own	
		Q1	Q2	Q3	Q4		
Ensure the Council effectively undertakes its (internal & external) statutory health & safety duties and responsibilities	Develop Corporate H&S action plan	Q1	Q2	Q3	Q4		
		1			1 draft		
	Review Policies – Online intranet policies up to date	Q1	Q2	Q3	Q4		ICT provide links from Monitor
		Target					
		10	7	9	6		
		Completed					
	Potential Violent Person/Accidents Risk register. Monitor PVP marker system. Review on a quarterly basis	Q1	Q2	Q3	Q4		
		Target					
		1	1	1	1		
		Completed					
	Percentage response to Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) accidents within Local Authority Premises within 5 days	Q1	Q2	Q3	Q4		
		100%	100%	100%	100%		
		Number of RIDDORs					
		0	3	1	1		
	Service management meetings. Attend meetings to report on H&S matters as and when required/requested	Q1	Q2	Q3	Q4		Services to arrange meeting and venues
		100% when requested or required					
		4	2	5	6		
HS Group meetings. Quarterly meetings. Agendas topic lead.	Q1	Q2	Q3	Q4			
	Target						
	1	1	1	1			
	Completed						
	Q1	Q2	Q3	Q4			

	Quarterly Health and Safety Bulletins on live topics. Aiming to create a H&S culture	1	2	2	2	
		100% on request				
		1	2	2	2	
	Reactive work to a service level target of an initial response within 1 working day.	Q1	Q2	Q3	Q4	
		Requests per Quarter				
		155	179	172	178	
		Total 684				
	Corporate H&S Annual Report to audit Committee scheduled meeting	Q1	Q2	Q3	Q4	
				1		
	Number of planned health & safety interventions at Council premises. This is an overall target for the range of activities that are carried out across the local authority. This will include proactive monitoring, inspections and audit, also reactive inspection activities such as incident investigation.	Q1	Q2	Q3	Q4	
		Target				
		10	10	10	10	
		Completed				
		11	10	10	10	
		Q1	Q2	Q3	Q4	
Accident stats	Quarterly reports	1	1	1	1	

9. Health and Safety Strategic Plan 2026-2031

During 2025/26, the Council developed a new Health and Safety Strategic Plan to provide a long-term framework for strengthening leadership, governance, data-informed safety and assurance across all Services. The Plan, which is pending formal approval, was shaped directly by the risks, trends and learning identified in this Annual Report, including the rise in employee-related incidents and increased violence and aggression in public-facing services.

Once approved, the Strategic Plan will form the basis for the 2026/27 Health and Safety Action Plan, ensuring that operational priorities for the coming year are aligned with both the Council’s strategic direction and the performance data from 2025/26.

The strategic Health and Safety Plan is presented in Appendix 1.

10. Conclusion

The Council continues to demonstrate a strong commitment to the effective management of health and safety, supported by established governance arrangements, regular monitoring, and clear lines of accountability across Services. The overall reduction in total incidents during 2025/26 indicates that existing systems and control measures are having a positive impact.

However, the data also highlights a changing risk profile, with a significant increase in incidents involving employees. In particular, the rise in incidents relating to violence, aggression and challenging behaviour—most notably within Education and other public-facing services—represents a key area of concern. This presents important challenges for staff welfare, service resilience, and the safe delivery of services.

Measures are being taken to address these risks, including strengthened collaboration between Services, the development of targeted interventions, and the establishment of working groups to focus on high-risk areas such as school environments. In addition, progress continues to be made in developing systems and frameworks, including incident reporting, risk alert mechanisms, and compliance processes, which will further support improvement.

The Council's corporate approach to health and safety remains robust, with clear strategic direction provided through the emerging Health and Safety Strategic Plan. Continued focus will be required to ensure that these arrangements are consistently applied across all Services and that emerging risks are effectively managed.

The Strategic Health and Safety Plan provides a clear and structured response to the issues identified within this report, ensuring that areas of emerging risk - particularly those affecting the workforce - are addressed through a coordinated, long-term approach.

In conclusion, while overall performance is improving, targeted action is required to address the increasing risks to employees, ensuring that the Council maintains a safe and resilient working environment for staff, service users, and the public.

Appendix 1 - Strategic Health and Safety Plan 2026 - 2031

Ynys Môn

THE ISLE OF

Anglesey

Health and Safety Strategic Plan 2026-2031

Mae'r ddogfen hon hefyd ar gael yn y Gymraeg

This document is also available in Welsh



CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL

www.anglesey.gov.wales



Foreword



Councillor Gary Pritchard
Council Leader



Dylan J. Williams
Chief Executive

The health, safety and wellbeing of our workforce and the community are at the centre of everything we do. As a Council, we have a legal and moral responsibility to provide a safe working environment, protect our employees, and ensure that services are delivered without harm.

This Health and Safety Strategic Plan sets out our key priorities for creating a culture where safety is embedded in every decision and action. It reflects our commitment to strong leadership, robust governance, and continuous improvement. By being data informed, fostering competence at all levels, and maintaining clear accountability, we aim to reduce risk, safeguard wellbeing, and build resilience across the Council.

Our approach is proactive and collaborative. We will work as a team to uphold the highest standards of health and safety.

This strategic plan is not just about compliance; it is about creating a positive culture where everyone feels responsible for safety and empowered to act.

Purpose

The Council provides services to the residents and visitors of Anglesey. These include the maintenance of our housing stock; highways; footpaths; maritime facilities; schools; care provision; libraries; leisure centres and tourist attractions. These services contribute towards the vision of creating an Anglesey that is healthy and prosperous where people can thrive.

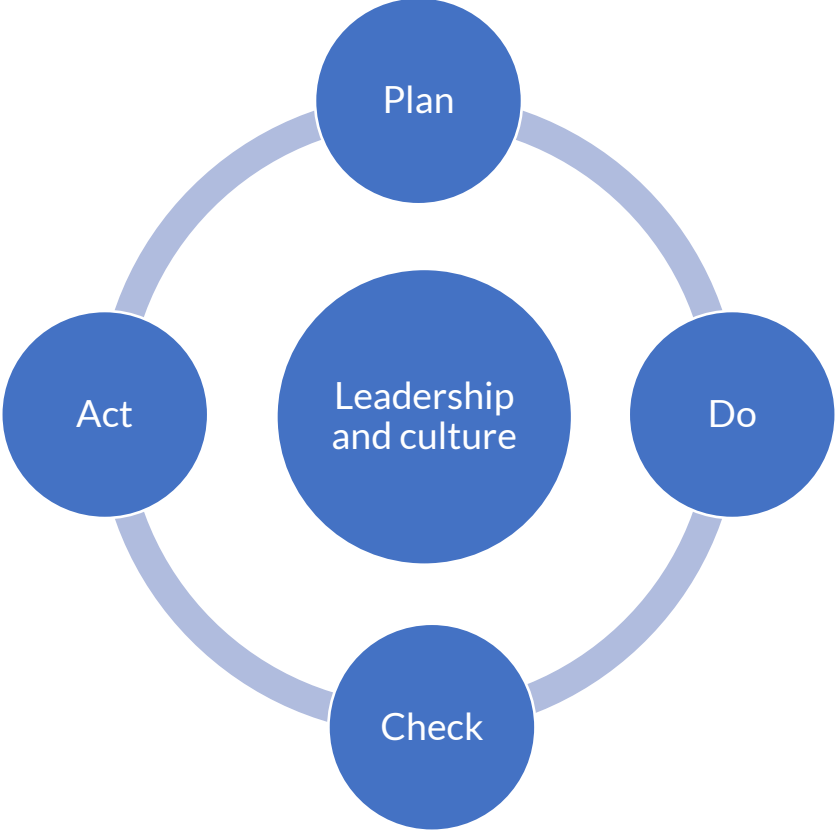
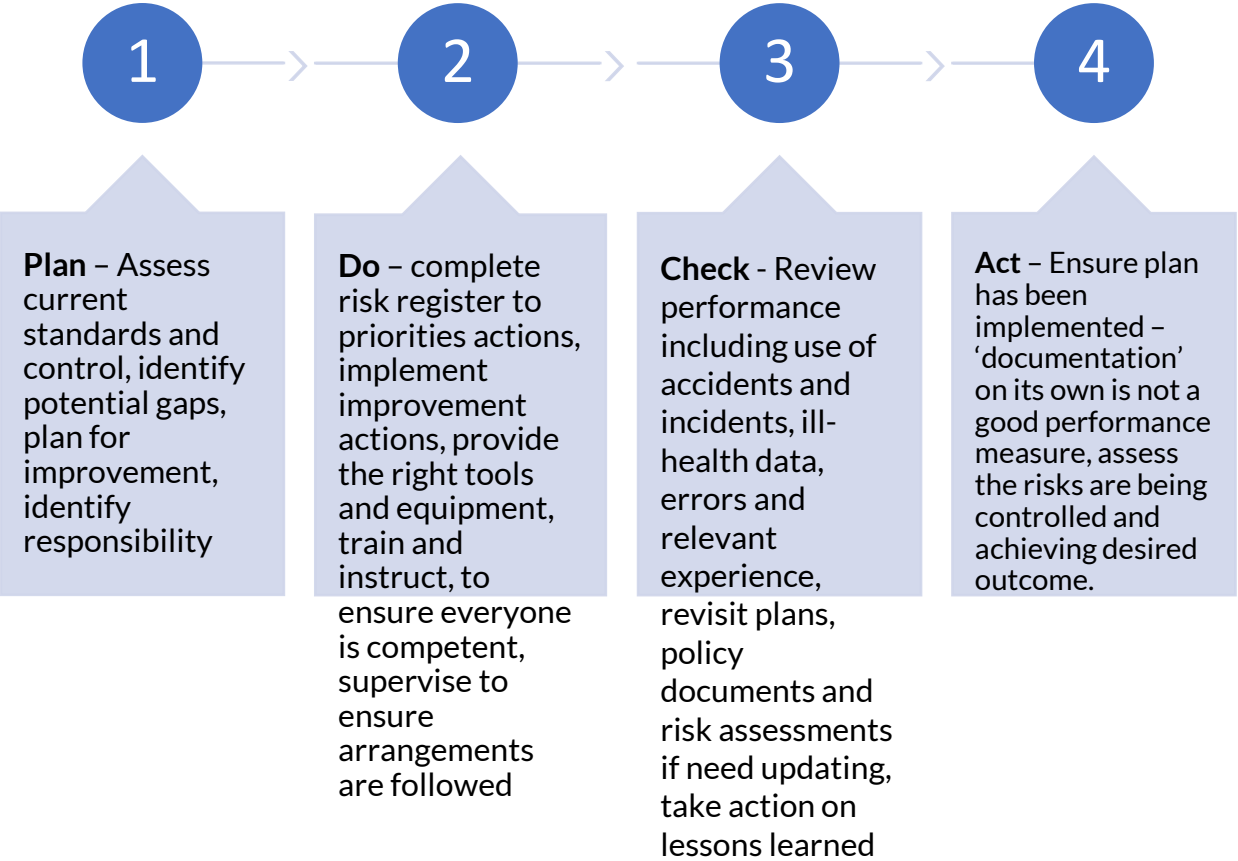
The Health and Safety Strategic Plan provides a clear framework for managing health and safety across all services and operations.

The plan sets our key priorities, ensures compliance with legislation and best practice, and promotes a positive safety culture where everyone takes responsibility. The strategic plan is central to maintaining public trust and delivering safe, high-quality services for our community.

- We are dedicated to protecting people and places and, helping everyone lead safer and healthier lives.
- Our role goes beyond worker protection to include public assurance within the Council.
- We work to ensure people feel safe where they work, visit and, in their environment.

Framework

The Council has a legal duty to put in place effective arrangements for managing health and safety. To meet this duty, the Council will use the Plan-Do-Check-Act framework. This approach provides a clear, structured, and reliable way to identify risks, control them, and review performance. It will form the basis of how the Council manages health and safety.



Council Plan Strategic Objectives

The Council Plan is the key document serving as a focal point for decision-making at all levels; providing a framework to plan and drive forward priorities; shape annual spending; monitor performance and progress.

At its core is our desire to work with Anglesey residents, communities and partners to ensure the best possible services, improve the quality of life for all and create opportunities for future generations.

Its six main objectives reflect the key areas the Council should be focusing its efforts on.

The Council Plan’s vision is to:

‘Create an Anglesey that is healthy and prosperous where people can thrive.’




The Welsh Language

Increase the opportunities to learn and use the language.



Social Care and Wellbeing

Providing the right support at the right time.



Education

Ensuring an effective provision for today and for future generations.



Housing

Ensuring that everyone has the right to call somewhere home.



Economy

Promoting opportunities to develop the Island’s economy.



Climate Change

Responding to the crisis, tackling change and working towards becoming net zero organization by 2030.

Core values

The council's core values underpin everything we do, shaping our culture and guiding how we make decisions, work with partners and deliver services.



Respect

We are respectful and considerate towards others regardless of our differences .



Collaborate

We work as a team, with our communities and partners to deliver the best outcomes for the people of Anglesey.



Honesty

We are committed to high standards of conduct and integrity.



Champion the Council and the island

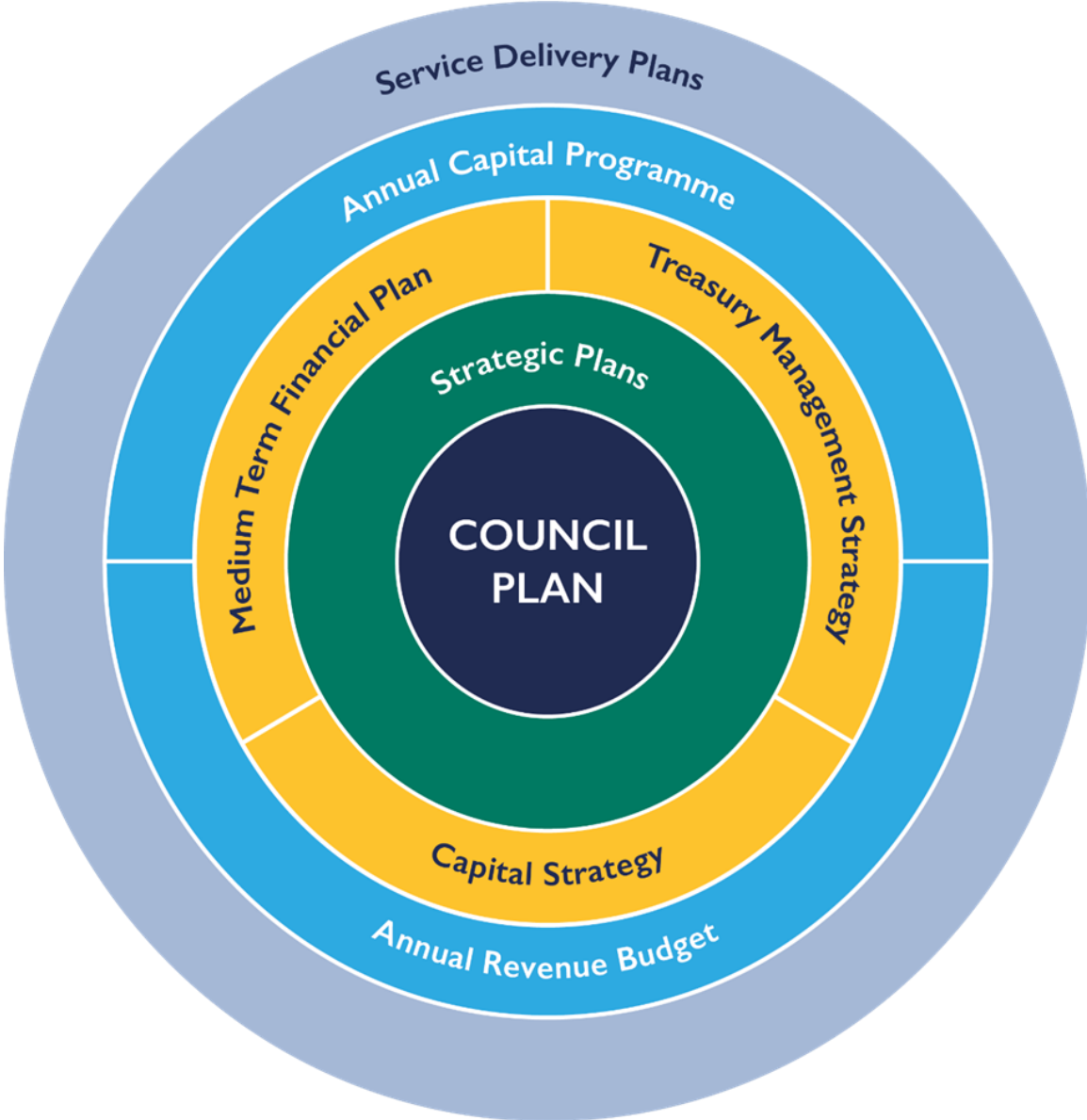
We create a sense of pride in working for the Council and present a positive image for the Council and the Island.



Strategic circle

The strategic circle identifies the plans in place to ensure we are able to achieve our priorities and objectives.

This plan is a key strategic plan that aligns with the Council's Plan and contributes to the achievement of the strategic objectives and vision.



Key priority areas

1. Leadership and culture
2. Governance and compliance
3. Data informed safety and competence
4. Assurance

Leadership and culture

Why is this important?

Strong leadership and a positive organisational culture are vital for maintaining a safe and resilient council workforce.

A robust safety culture underpins safe operations. When shared values, beliefs, and attitudes towards safety are positive, they shape how employees think and act, creating a proactive approach to risk management.

Active engagement by senior officers in health and safety demonstrates visible leadership and a clear commitment to high standards.

By embedding health and safety across the council, we reduce risk, support wellbeing, and build trust—ensuring resilience across the whole council.

What will we do?

- Promote health and safety as a shared organisational responsibility.
- Clarify leadership roles and expectations
- Foster a culture of taking responsibility, openness, learning and accountability relating to health and safety.
- Develop a positive and proactive approach to health and safety across the Council.
- Monitor and review practices to ensure continuous improvement in health and safety standards.
- Promote accountability and proactive reporting of hazards.
- Model safe behaviours.

How will we do this?

- Use internal communications to reinforce expectations and celebrate good practice.
- Maintain regular reviews of health and safety performance.
- Ensuring appropriate resources are provided for the effective management of health and safety.
- Managers will lead by example and ensure systems are in place to monitor safe working processes.
- Measure positive culture change.
- Provide strategic support to services to embed safety culture.
- Integrate health and safety into all business decisions.
- Regular review and monitor practices for continuous improvements.
- Integrate health and safety into leadership development and performance reviews.

Governance and compliance

Why is this important?

Robust governance is essential for ensuring legal compliance, safeguarding our reputation, and providing assurance to elected members, regulators, and staff.

Clear escalation routes and transparent reporting enable timely responses and continuous improvement.

Compliance with legislation, internal policies, and recognised best practice is critical to protecting the wellbeing of employees, service users, and the wider community.

Maintaining these standards across all areas of the Council's work ensures a consistent, whole-Council approach.

What will we do?

- Strengthen oversight and escalation procedures for health and safety concerns
- Provide structured assurance reporting to senior leaders and elected members
- Align audits and inspections with strategic risks and priorities
- All services are expected to adhere to established health and safety procedures.
- Services should actively promote a culture of safety and accountability.
- Where possible, align methods of work across services to ensure consistency and best practice.

How will we do this?

- Maintain a clear escalation framework for staff and managers.
- Commission regular audits, inspections, and performance reviews.
- Use dashboards and KPIs to monitor trends and inform decisions.
- Share findings and learning across services to drive improvement.
- Ensure policies and procedures are in place to cover work activities undertaken by the Council.
- Individual services will develop and implement service-level procedures to ensure alignment and compliance with the relevant council policies.
- Clarifying and communicating consequences for when expectations are not met.
- Adequately resource the Council Health and Safety advisory team.

Data informed safety and competence

Why is this important?

Using data in health and safety is critical for making informed, evidence-based decisions that protect employees, service users, and the wider community.

Reliable data enables proactive intervention; measures impact over time and drives continuous improvement. It also strengthens transparency and accountability across the organisation.

Competence at all levels is equally important. A skilled workforce, supported by accurate data, ensures risks are managed effectively and creates a safe, informed working environment.

By combining robust data with professional expertise, we can manage risks proactively, improve services, and build resilience throughout the Council.

What will we do?

- Monitor internal data and KPIs to track progress.
- Identify areas for improvement using data.
- Provide training and development opportunities to build competence.
- Use data to inform resource allocation and decision making.
- Invest in staff development and training
- Use data to identify trends, evaluate impact, and guide decisions
- Promote consistent and high-quality health and safety practices

How will we do this?

- Ensure proactive reporting and timely intervention.
- Monitor performance data against established baselines to identify areas for improvement.
- Enhance systems for capturing and sharing lessons learned.
- Provide clear dashboards for decision making.
- Offer comprehensive training and induction programmes.
- Maintain a corporate training matrix and monitor compliance.
- Share intelligence across services to support joined-up working.
- Use benchmarking and external data to inform strategic planning.

Assurance

Why is this important?

Assurance activities are essential for verifying that health and safety systems, controls, and procedures are operating effectively and in compliance with legal requirements.

These processes provide evidence-based confidence to stakeholders, support continuous improvement, and ensure that risks are being appropriately managed.

Through regular assurance, the Council demonstrates due diligence, reinforces accountability, and upholds its commitment to safeguarding health and safety.

What will we do?

- Adopt a holistic approach to evaluate the overall impact and effectiveness of health and safety initiatives across the Council.
- Regularly inspect and review health and safety arrangements to ensure full compliance with all relevant legislation, regulations, and internal policies.
- Identify gaps and opportunities for improvement through structured audits and performance reviews.

How will we do this?

- Develop a structured audit schedule to regularly assess compliance and effectiveness across all services.
- Establish a clear reporting mechanism for audit outcomes, ensuring transparency and timely follow-up.
- Record and track significant audit findings, with actions assigned and monitored.
- Provide effective and concise reporting to the Management Team to support strategic oversight and informed decision-making.

What success will look like by 2031

By 2031, health and safety will be embedded as a core part of how the Council leads, plans and delivers services.

- **Clear leadership and ownership**
Health and safety responsibilities are clearly understood and consistently applied at all levels, with leaders visibly setting expectations and modelling safe behaviours.
- **A positive and mature safety culture**
Staff feel confident to report hazards, incidents and near misses, and learning is shared openly to prevent harm and drive improvement.
- **Strong governance and assurance**
The Council has clear, reliable assurance that health and safety risks are being effectively managed, with timely escalation and informed oversight by senior leaders.
- **Data informed decision making**
Accurate, timely data is used to identify trends, prioritise risk, target resources and intervene early, reducing serious incidents and harm.
- **Competent and confident workforce**
Staff and managers have the right skills, knowledge and support to manage risks safely in their roles, supported by consistent training and development.
- **Consistent standards across services**
Health and safety arrangements are applied consistently across the Council, proportionate to risk, and aligned to recognised best practice.
- **Improved outcomes and public confidence**
Fewer high-risk incidents, improved wellbeing, and increased confidence from employees, service users, Members and regulators.

Governance, Monitoring and Risk Management

Key risks to delivering the strategic plan

- Internal capacity
- Legislative or regulatory changes
- Need to respond quickly to unforeseen events
- Budgetary constraints
- Resistance to change
- Cultural barriers and complacency

How we will manage these risks

- Clear governance arrangements to ensure accountability, coordination and strategic oversight
- Quarterly reports summarising actions, outcomes and issues for the Management Team, with escalation to the Leadership Team where required
- Regular review of accident and incident data at Service, Management and Leadership Team level (monthly and/or quarterly)
- Ongoing monitoring of:
 - Improvements achieved
 - Areas of concern
 - Compliance with legal requirements
- Annual progress report and a full review of the strategic plan to ensure continued relevance and effectiveness