Scottish Water
Safety, Health and Wellbeing

"Leading our industry in Scotland on a journey to zero harm and creating safe, healthy and productive workplaces where our people can thrive"

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2   Foreword

Welcome to our Safety, Health & Wellbeing Strategy

The Scottish Water Board and the Executive Leadership Team are determined to ensure that safety, health and wellbeing remain our highest priority.

We take our responsibility to provide a safe working environment seriously and are proud to have achieved the Royal Society for the Prevention of Accidents United Kingdom Water Industry sector award for four years out of five. However we believe that there is no acceptable reason for anyone to be injured or to suffer ill-health as a result of work, no matter how infrequent. That is why our objective must always be to create a safe working environment for everyone.

The health and safety performance and practices of our Alliance Partners and the wider network of contractors with whom we work is also paramount. That is why we will use our key leadership role to ensure that we are all working together to achieve the highest standards.

There is growing evidence that poor health and wellbeing among employees in the UK is a significant contributory factor towards workplace injury, so in addition to ensuring that we continue to embed safe working practices, we will increase our focus on preventing work-related injuries and illnesses. We will achieve this through targeted occupational health awareness and health promotion as well as implementing tailored safety programmes that minimise the hazards of specific job roles and work environments*.

Ensuring the health and wellbeing of our employees is core to our commitment to making Scottish Water an employer of choice and a great place to work. Issues of health, wellbeing and engagement are likely to become increasingly significant over the next decade or two - in no small part due to demographic changes within the workforce. The combination of an aging population in general, the removal of the default retirement age and Scottish Water's existing workforce demographic mean that we are almost certain to see increasing numbers of older workers in the future. We will recognise their specific requirements, whilst at the same time catering for different generational needs and lifestyle factors.

We will take greater steps to offer improved opportunities for employee's fitness for life, extending the range and accessibility of our wellness programmes and making health screening available to all employees regardless of role.

The drivers of employee wellbeing will continue to be many and varied and our approach will remain a holistic one, not only focusing on physical and emotional wellness but also supporting employees to work in an agile way and to contribute towards their own broader sense of purpose. Our aspiration is to create an environment where employees feel equipped, engaged, enthused and energised.

The time is now right to integrate our approach to safety, health and wellbeing into a singular strategy, recognising the synergies that exist between health and safety and health and wellbeing. It has been shown that where workplace health initiatives and workplace Health and Safety programmes are mutually reinforcing, employees are more likely to respond positively to activities designed to encourage healthy behaviours and lifestyle choices, leading to improved and sustainable business performance.

We will continue to work together to ensure that everyone goes home safe and well at the end of every day, and that their relationship with Scottish Water is one which helps them to thrive.

Susan Rice, Chairperson   **Douglas Millican, Chief Executive Officer**

*Water & Environmental Public Health Protection, and Personal Information & Security matters are covered by separate Scottish Water policies, strategies and plans.

3   Current Performance

3.1 Health & Safety

Over recent years Scottish Water has made real improvement in its health and safety performance achieving the lowest lost time accident rates in the UK Water Industry. This has been due in part to the effectiveness of such programmes as Behavioral Based Safety Leadership, the increased emphasis on proactive leadership at all levels within the business and the support and collaboration received from trades union appointed health & safety representatives.

We regularly review our H&S improvement plan and have identified new opportunities such as improvements in risk management, closer alignment with our contractor alliances and achieving OHSAS 18001 for our H&S management systems.

However, we are determined to create safe places for people to work, every accident is unacceptable no matter how infrequent and we must continually improve. Some of the tools we use to do this include our benchmarking work with The Health and Safety Executive Laboratory (HSL) allowing us to be compared to some 45,000 responses from over 80 companies including transport, manufacturing, construction, power generation and process industry worldwide.

We will also continue to use health and safety maturity models both to regularly review what best practice looks like and to search out opportunities to improve. Recent assessment of Scottish Water's health and safety maturity indicates that most elements are in the compliant to emerging best practice range. While this is positive and reflects improvement initiatives over recent years, it does offer us opportunity to further stretch our performance and the challenge to embed best practice across all H&S elements. Of particular note is the lower level of maturity and reported reactive/compliant range around asset integrity. While there have been improvements in recent years with increased planned maintenance programmes and infrastructure strategies to reduce risks to customers, it does reflect the scale, condition and risk associated with our asset base.

3.2　Health & Wellbeing

A Wellbeing and Resilience programme has been in place since 2013. Wellbeing is viewed through the dimensions of physical and emotional wellbeing, agility in the workplace and contributing to a broader sense of energy and purpose.

Wellbeing and Resilience in Scottish Water
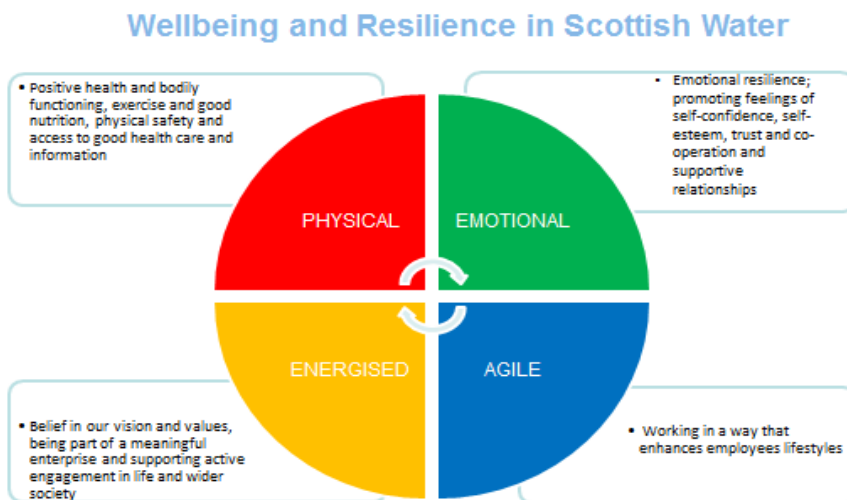
Performance is currently measured through participation rates in Wellbeing initiatives and through overall levels of employee engagement. Both physical wellbeing activities and personal resilience programmes are proving extremely popular with employees. The results of the 2015 Your Voice survey indicate that 84% of employees believe that Scottish Water takes their personal wellbeing seriously, and overall levels of employee engagement have increased slightly since the 2013 survey.

We are already leading edge when it comes to agile working practices with all our job roles defined as either fixed, fluid, field, or free, and appropriate technology for each role type issued accordingly and 90% of employees feeling trusted to work in an agile way.

Significant progress has been made in implementing progressive people policies and in promoting the importance of health and wellbeing to employees. However there is much still to do, particularly with regard to ill health prevention, in managing sickness absence proactively when it does occur and in ensuring that employees are being supported as effectively as possible to return to work.

4   Mission & Goals

Mission: *"Leading our industry in Scotland on a journey to zero harm and creating safe, healthy and productive workplaces where our people can thrive"*

In support of this mission, **our Goals** are as follows:

1. KEEP PEOPLE SAFE

- Go beyond legal compliance, pursuing best practice on the journey to zero harm.
- Promote continuously improving and aligned standards with all of those we work with.
- Ensure that all our assets are constructed, operated and maintained safely.

2. KEEP PEOPLE HEALTHY

- Embed behaviours and practices that ensure safe and healthy workplaces.
- Promote health and wellness to avoid preventable ill health.
- Be proactive in the management of ill health, absence and return to work.

3. HELP PEOPLE THRIVE

- Encourage and enable employees to make positive lifestyle choices.
- Build personal resilience and the ability to cope with change.
- Recognise that employees have different wellbeing requirements and provide for them as far as possible.

5   Underpinning Principles for a strong Safety, Health and Wellbeing culture

Maintaining a strong safety, health and wellbeing culture in Scottish Water is a prerequisite for success in achieving our Mission and there are 6 key principles which will underpin this:

- **Visible, active commitment from the SW Board**

The Scottish Water Board and the Executive Leadership Team are determined to ensure that the safety, health and wellbeing of our people and everyone we work with remain our highest priority. The SW Board discharges its duties through ensuring that SW's systems are independently audited against agreed standards, by stretching targets for continual improvement and through regularly monitoring the standards of performance.

- **Responsible and engaged leadership at all levels within the business**

Leaders understand their key roles and responsibilities in relation to SH&W and in creating an environment where all employees can thrive. They have the competence to carry out their roles effectively and are visible, proactive and intentional in their behaviours and their commitment to good SH&W practices. When things go wrong, leaders focus on putting them right rather than on whom to blame, other than in situations when there is deemed to be deliberate or recurrent deviation from SW policy.

- **An understanding that SH&W is everyone's responsibility**

Everyone employed at Scottish Water is committed to keeping themselves and others as safe, healthy and well as possible. Employees, contractors and suppliers are aware of hazards and risks, feel confident to intervene where they have concerns and make the correct decisions to ensure that they and their colleagues remain safe, healthy and well – they look out for each other.

- **Effective consultation, involvement and engagement with employees**

We recognise the importance of effective consultation with our employees and trades union appointed health and safety representatives. We have a strong culture of employee involvement and engagement and we listen to the employee voice in all areas of our business to inform our plans and policies and to maintain employees trust that we take their safety, health and personal wellbeing seriously.

- **Everyone has the information, knowledge and skills to do their job in a safe and healthy way**

Health and safety induction is a mandatory feature for all new employees and is similarly applicable to contractors and other persons who may work in or visit our sites.

Appropriate briefing/training always takes place before deployment so that everyone understands the workplace risks and the necessary control arrangements.

- **Provision of appropriate systems, procedures and resources to plan, develop, implement, monitor and review SH&W effectively**

Appropriate investment is assessed and resources committed to ensuring the on-going effectiveness of SH&W management in Scottish Water and in leading our industry in Scotland to best practice. Our approaches are flexible and adaptable to changes in the environment and our policies and strategies are kept current and relevant.

Governance, KPIs & Best Practice

Governance

The Scottish Water Board ensures achievement of the stated goals and objectives by setting and approving annual targets. Safety, health and wellbeing performance is monitored by the Scottish Water Board using a network of business subgroups involving Directors, Managers, Employees, trades union health & safety representatives, as shown below.

Going forward Scottish Water's health and safety systems will be independently audited against agreed standards and a safety, health and wellbeing planning group will be established to review delivery of the strategic goals and metrics and to ensure effective integration of safety, health & wellbeing initiatives across the business.

- Health & Safety strategy, planning, oversight and the provision of business support is the responsibility of the General Manager Health and Safety and the Health & Safety team.

- Health & Wellbeing strategy, planning, oversight and the provision of business support is the responsibility of the Strategy, Leadership and Talent Lead and a health & wellbeing team. **Going forward** we will review the resource allocated to Health & Wellbeing.

KPI - Health & Safety

Currently we measure our performance using industry standard lag indicators and by comparison to the Health and Safety Executive Laboratory (HSL) Safety Climate survey. As reported RIDDOR and LTA numbers are in single figures we need to expand our suite of kips, to provide a more effective glide path to our objective of zero harm.

Going forward, we will expand our current suite of reported indicators ensuring a balance between lagging incident based stats and leading proactive indicators. Numerical measures will be presented to the SW Board along with the annual plan. From this we will be able to report progress to date and refine our plans. Examples of planned KPI are shown below:

Lead	Lag
• Senior mgmt. H&S site visits • H&S site inspections • H&S Safety Audits • Hazard/safety observations • Training • Employee Safety Climate Survey • Improvement plan delivery • Risk register movement	• Notifiable incident rate (RIDDOR) • Lost time injury rate • Accidents • Incidents • Damage • Near Misses • Asset Hazards • Investigations completed on time • Overdue Actions

KPI - Health & Wellbeing

We have recently developed a sustainable engagement model for Scottish Water which takes account of employee engagement, enablement and energy. This model will be used in the Your Voice Survey 2016 and will give us good baseline data on a number of safety, health and wellbeing questions. Our aim is to supplement Your Voice with a pulse survey covering health; wellbeing and resilience in 2017.Examples of planned KPI are shown below:

Lead	Lag
• Your Voice survey questions • Participation rates in health screening • Training • Number of hits on wellbeing zone • IPRS referrals • Flexible retirement requests • Flu vaccination take up rate • Wellbeing Champion feedback • Participation rates in wellbeing initiatives • EAP data	• Your Voice survey trends • Health trends • Overall absence levels • Compliance on essential training • Employee engagement levels • Mileage rates • SW Flu related absence v Scottish average • Health and Wellbeing Pulse Survey trends • Internal 'award' nominations

Health & Safety Maturity & Best Practice

Currently, we use health and safety maturity matrix assessment in the development of our strategy. The model is built from 12 criteria, each with reactive, dependent, independent and interdependent definitions, creating a 48 box model.

While our aspirational position is broadly to be in the independent position, further work is required with stakeholders to discuss and agree exactly what best practice looks like in each of the 12 criteria and to discuss over what timeframe progress is to be made.

Going forward we will develop a clearly articulated and dependency assessed H&S maturity model and refer to it when building annual plans.

Health & Wellbeing Maturity & Best Practice

Currently, there are a number of externally available quality standards for organisational Wellbeing practices. These include the Investors in People Wellbeing standard, the Workplace Wellbeing Charter (England only), the Scottish Executive Health and Wellbeing Standard and Business in the Community 'Good Work' metrics.

Going forward we will use these existing charters to help us define best practice in Wellbeing and to build our own health and wellbeing maturity framework which integrates with the health and safety maturity assessment.

Outline of deliverables in the 2017-2021 period

1   Go beyond legal compliance, pursuing best practice on the journey to zero harm

We will achieve formal accreditation for our safety management system. Currently this is OHSAS18001. If and when this is superseded by ISO45001, we will secure the new standard.

We will place an increased focus on the effective identification, assessment and control of Health and Safety risk. We will build on the recently introduced corporate health and safety risk register and integrate it with our improvement planning process.

We will establish a clearly articulated H&S maturity business model based around an agreed health and safety maturity matrix. This will enhance strategic planning by improving alignment of what is perceived as best practice and agreement on the pace of change.

2   Promote continuously improving and aligned standards with all of those we work with

We will lead and work closely with our alliance partners, ensuring a clear understanding of the standard expected and driving aligned standards.

We recognise the particular challenges faced by rural framework contractors and other smaller contractor and contingent worker organisations. We will therefore work with our alliance partners to foster a community of best practice across the wider supply chain.

We will ensure that SW's leaders take responsibility for ensuring that the same standards of training, supervision, information etc. that apply to SW employees are complied with when engaging contingent workers to work on our behalf, and we will ensure that everyone is aware of their obligations.

All stakeholders involved in the process of engaging and managing contractors (i.e. Procurement, Commercial, H&S and business functions) will identify where they can further influence a positive safety culture beyond Scottish Water and into the supply chain.

3   Ensure that all our assets are constructed, operated and maintained safely

We will ensure that whatever we buy or build is inherently safe. The design and delivery of safe assets, built in a safe manner, is the only acceptable standard. This requires clarity of responsibilities between all parties and clearly defined processes and procedures to ensure effective Health and Safety risk management.

We will ensure that sustaining safe and healthy assets remains an integral part of our asset management processes. Significant asset risks such as bulk chemical processes, chlorine gas, confined spaces and asbestos can have a significant impact on operational and environmental standards, as well as for personal health, safety and welfare and we will apply specific risk management techniques to these areas.

We will ensure that all workplace legislative standards are complied with: (e.g. safe workplace and work environment, statutory maintenance of plant and systems, work equipment etc.) and particularly on operational sites with a wider scope of compliance and potential risk.

Our assets can affect the health & safety of our Customers. We will ensure that we continue to explore and quantify the risk to Customers from our assets and implement appropriate mitigating strategies and actions.

4   Embed behaviours and practices that ensure safe and healthy workplaces

We will continue to invest in our leadership population to ensure that they create the right environment for success in relation to safety, health and wellbeing. This will involve extending the mandatory suite of online learning programmes - Leadership Essentials and Health and Safety Essentials. We will monitor compliance to positively reinforce the correct behaviours and we will be proactive where non-compliance is evident.

We will renew awareness of our 'With cause' drug and alcohol policy and processes and the support that is available to employees seeking assistance with these issues.

We will review the effectiveness of current approaches and seek consensus as to the best way forward to ensure the safety of employees and the public.

Health and wellbeing will be intentionally addressed both in workplace design as part of the programme of refurbishments and office upgrades, and in embedding agile working

practices. This includes a continued commitment to offering workplace adaptation for those with special needs.

5   Promote health and wellness to avoid preventable ill health

We will provide the following services through our new occupational health provider (OH Assist):
- statutory health surveillance
- health screening appointments to all employees regardless of role, covering BMI, blood pressure, blood glucose, cholesterol and heart risk
- attendance management referrals
- pre-employment medicals
- flu vaccinations
- Employee Assistance Programme.

We will extend our health and wellbeing offering further to include:

- Continuing to develop health awareness campaigns for targeted groups.
- Increasing the range of healthy eating options in our workplace canteens
- Introducing 'soft incentives' such as a monthly 'award' for someone who can demonstrate they have sustained health improvements.

We will install defibrillators in all Scottish Water offices which have an appointed location leader.

We will undertake an assessment of the risks associated with job roles that result in the potential for ill-health, injury or work related sickness absence and ensure appropriate measures taken to manage them.

6   Be proactive in the management of ill health, absence and return to work

The effective management of ill health is a key area of focus moving forwards. In line with UK trends, musculoskeletal disorders and mental health issues remain the principal causes of sickness absence, and the incidence of long term absence increases with age.

We will provide more detailed analysis to line managers of the reasons for this in order that they can be more involved and proactive in keeping employees fit for work and helping them return to work at an appropriate time following a period of illness.

We will provide training for line managers to help build their confidence and competence in supporting difficult health issues such as cancer, alcohol and drug abuse and mental health issues. We also propose working with a specialist service provider, as other water utilities have done, to support line managers with timely reporting, effective return to work practices and to improve the health of the workforce.

7 Encourage and enable employees to make positive lifestyle choices

We recognise that the drivers of wellbeing are different for each individual person and our belief is that lifestyle choices should be valued and respected. However, our aim is to raise employee awareness of their own health and wellbeing and create a work environment where positive lifestyle choices are encouraged and supported. We will identify and train a group of Wellbeing Champions from across the business to promote our key messages and programmes and to consult with employees about where there is energy for new initiatives.

We will continue to look beyond physical and emotional health as the only drivers of wellbeing and will seek to make stronger linkages between e.g. education and community involvement and the 'energised person'.

8 Build personal resilience and the ability to cope with change

As the pace of change continues to accelerate there can be no doubt that those who adapt and stay resilient will be healthier and more productive. Personal resilience training will continue to be offered to employees through our Flourish workshops which focus on key aspects of wellbeing including nutrition, sleep and stress management.

We aim to encourage a flexible mindset and will continue to leverage the benefits of agile working while being mindful that not every individual will have the same needs from their working relationship with Scottish Water.

We will be more intentional in our support for employees making significant role transitions e.g. returning from maternity leave, becoming a team leader for the first time and we will continue to encourage the introduction of self-organising interest groups and support networks.

9   Recognise that employees have different wellbeing requirements and provide for them as far as possible

In order both to measure employee wellbeing and tailor employee experiences effectively we increasingly require to leverage the benefits of digital technology and to create an environment where employees feel comfortable to share their personal health and wellbeing data with us. We will continue to ask for more detailed demographic information in our employee opinion surveys, and take action on the results to ensure that diversity is respected and that all employees feel comfortable to 'bring their whole self to work'.

We will develop a Scottish Water Wellbeing 'brand' and a wellbeing portal with a 'front end' which links to all the Wellbeing products and services on offer.

Scottish Water Safety, Health & Wellbeing Strategic Plan

No	Deliverables
1.1	**To achieve OHSAS 18001 certification across all of Scottish Water's H&S key processes** Key activities in 17/18 1. Conduct internal gap analysis against OHSAS 18001 including review of SW's core Safety Management System (SMS) manual. 2. Introduce methodology for measuring compliance of SMS objectives 3. Carry out external independent audit for the agreed pilot function and achieve OHSAS 18001 in pilot function.
1.2	**Behavioural Based Safety (BBS) Leadership; embed and enhance the ownership and leadership of health and safety behaviours within the management population.** Key activities in 17/18 1. Deliver BBS Leadership training and assess the need for suitable BBS refresher training 2. BBS personal improvement plans for all leaders 3. Managers will visibly demonstrate health and safety leadership through site visits, safety conversations and participation in corporate H&S initiatives.
1.3	**Identify and embed the learning from the All Employee Safety Climate Survey.** Key activities in 17/18 1. Carry out Safety Climate Survey in 17/18 (rotating with the all employee your voice survey) 2. Engage with Stakeholder groups to agree feedback of results and development of action plans 3. Review findings and build into 18/19 Strategic Plan.
1.4	**To embed and optimise the H&S specialist risk register (SRR) and management tool** Key activities in 17/18 1. Develop and communicate an end to end H&S Risk management process

	2. Develop a RACI to clearly identify roles and responsibilities across the business
	3. Review and benchmark the H&S SRR against external companies and explore the development of an updated risk matrix which includes H&S criteria
1.5	**A resilient H&S team which has the people, processes and systems to outperform** Key activities in 17/18 1. Review and optimise the teams current operating model 2. Carry out a skills assessment and identify any gaps 3. Develop and implement changes to processes and organisational structure.

No	Deliverables

2.1	**Lead effective collaboration on H&S at a leadership level with our alliance partners**
	
	Key activities in 17/18
	1. SW Directors and the Capital Alliance Chief Operating Officers will work collaboratively to drive stretching targets for performance improvement.
	2. Ensure shared learning across Deliver strategic initiatives Behavioural Based Training across SW's tier 1 and principal rural framework partners across length and breadth of Scotland (c30no)
	3. Develop and rollout best practices with key agencies i.e.:
	   a. CECA - civil engineering contractors association
	   b. CECA/HSE – Health and Safety SHAD's (Safety Health Awareness Days)
	   c. USAG UK - Utility Strike Avoidance Group – Strategic Board member
	   d. USAG Scotland -Joint Scottish Utilities engagement based around inputs to USAG UK and promote outcomes.

2.2	**To ensure the effective H&S management and governance of contingency workers.** Key activities in 17/18 1. Review current roles, training, information and supervision 2. Agree and implement improved process and governance with stakeholders 3. Review and update as necessary, the minimum H&S requirements in agency contracts

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No	
2.3	**To define and ensure compliance with Essential H&S training requirements** Key activities in 17/18 1. Review current process, governance and KPI metrics 2. Design & implement improved escalation process for non – compliance with Essential H&S training 3. Identify gaps where current Skills Management System does not meet stakeholder requirements & feedback to ensure improvements are considered.
2.4	**Functional H&S Improvement Plans** The topics contained in this H&S Improvement Plan will apply to a number of business areas who will incorporate them into their own H&S Improvement Plans as well as other H&S topics relevant to their business needs. Key activities in 17/18 **1.** All business functions to produce H&S Improvement plans.

No	Deliverables
3.1	**Statutory Compliance: to ensure policy is effective and up to date to sustain levels of performance and alignment with OHSAS 18001** Key activities in 17/18 1. Review overall policy position and legal framework requirements 2. Update all relevant documents and assess /define necessary improvements 3. Implement improvements and assess effectiveness by initial audit 4. Assess business impacts and ensure clarity of roles and responsibilities
3.2	**Sustaining a Safe Asset Base**. Key activities in 17/18 1. Monitor and report on the necessary Health and Safety processes related to the replacement and maintenance of Scottish Water's aging asset base.

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		2. Review and work with SCSP capability working group and SCSP 'risk register' team to build SHW into 'risk register' process ensuring particular focus on the risk posed to our customers and members of the public in general. 3. Review and implement capability matrix training / coaching required with asset team; deliver SHW assessment methodology.
3.3		**Lone Working** Key activities in 17/18 1. Set up a business wide Lone Working review group 2. Group to review and assess current Lone Working systems available on the market and make recommendations to potentially replace current Crysis system (may be more than one system required) 3. Introduce SPOT 3 Lone Worker system into the business to support current Lone Working systems.
3.4		**Review Incident Investigation Process** Key activities in 17/18 1. Review current incident investigation process and make recommendations for improvement 2. Develop and implement an improved root/cause analysis process for incident investigation 3. Develop and communicate revised incident investigation process based on review findings.
3.5		**Improved H&S processes and standards when working with our Capital and Operational Alliance Contractors** Key activities in 17/18 1. Review existing H&S minimum Standards from CI programme 2. Review, design and implement aligned contractor monitoring process* 3. Redesign the capability matrix document and assess contractors capability
3.6		**Improved H&S processes and standards when working with small to medium contractors who are not part of an Alliance or Framework.** Key activities in 17/18 1. Review current Management of Contractor processes and procedures for management, monitoring, training and

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approved contractors list
2. Develop improved Management of Contractor processes and procedures based on review findings
3. Develop and agree minimum H&S standards for all Contractors working with or for SW.

No	Deliverables
4.1	**An effective Drugs and Alcohol policy which takes account of safety, health and wellbeing and is demonstrably complied with** Key Activities in 17/18 1 Review current D&A process and controls 2 Refresh current policy and provide training to all line managers on 'with cause' approach 3 Consider the implications of introducing random pre-employment testing
4.2	**An annually agreed programme of mandatory Leadership Essentials training covering SH&W** Key activities in 17/18 1 Develop an online Physical Security module 2 Refresh DSE module to take account of agile working practices 3 Roll-out Physical Security and DSE training and monitor compliance
4.3	**A workplace engagement programme that covers SH&W:** Key activities in 17/18 1. Review SW employee feedback from 16/17 Your Voice survey 2. Work with Location Leaders on the action plans to deliver improvements 3. Introduce a wider range of healthy options in workplace canteens 4. Review approach to office refurbishments to take account of factors influencing health and wellbeing
4.4	**An audit and implementation of any required actions to ensure compliance with SW's Fire and first aider policy**

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	Key activities in 17/18
	1. Review the impact of Agile Working on the current SW Fire and First Aid Arrangements
	2. Identify and implement improvement opportunities e.g.: (Refresher Training) from review.
	3. Monitor and sustain performance improvements and compliance for Fire and First Aid Arrangements
4.5	**Effective management of occupational road risk** Key activities in 17/18 1. Introduce enhanced vehicle telematics across 1200 vehicles, to provide real time driving feedback to drivers and line managers to reduce speeding, harsh cornering and harsh braking. 2. Review SW's mobile phone policy. 3. Continue to embed new line management approaches to ensure investigation, learning and action always takes place following driving incidents.

No	Deliverables
5.1	**Health screening available to all employees regardless of role, covering BMI, blood pressure, blood glucose, cholesterol and heart risk** Key activities in 17/18 1. Pilot the new offering with existing Occupational Health provider 2. Evaluate the approach – participant feedback, take up rate, reporting 3. Link in with the OH Contract review project and agree timeframes for scaled up roll-out 4. Schedule and promote the offering
5.2	**Statutory Health Surveillance; develop an improved process, governance procedures and RACI for employee statutory health surveillance**. *NOTE: Actions and timescales below may be impacted by introduction of a new Occupational Health Provider and development of new HR system.* Key activities in 17/18 1. Review current processes, governance procedures, roles and responsibilities. Make recommendations for

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No	
	improvements. 2. Develop improved process, governance procedures and RACI 3. Implement and communicate improved processes, governance procedures and RACI
5.3	**Wellbeing Programme of Activities aligned where appropriate to external campaigns** Key activities in 17/18 1. Publish and deliver an agreed calendar of activities 2. Increase participation in GCC 2017 3. Support the design of the 2017 H&S Conference to ensure synergies with H&W are made
5.4	**Installation of Defibrillators** Key activities in 17/18 1. Ensure all sites with Location Leaders have defibrillators installed and employees trained to use it 2. Communicate to employees a list of offices with defibrillators 3. Keep defibrillators appropriately maintained
5.5	**Job Role Health Risk Assessments** Key activities in 17/18 1. Analysis of absence data by type of absence and by job role 2. Identify possible 'high risk' roles 3. Conduct detailed assessment of top 3 'high' risk roles by type of absence e.g. musculoskeletal

No	Deliverables
6.1	**Increased confidence and competence to manage employees with mental health issues** Key activities:

	1. Identify line managers who may benefit and offer targeted Healthy Working Lives training 2. Offer Healthy Working Lives Training to Wellbeing Champions 3. Build capability to deliver training in-house through selected Champions 4. Evaluate effectiveness and align to introduction of new mental health policy
6.2	**Provision of nurse-led specialist absence management support** Key activities in 17/18: 1. Business case prepared and signed off by ELT 2. Engage key stakeholders including Trade Unions, Line Managers and People Connect 3. Write detailed specification of services required, choose preferred supplier 4. Create detailed implementation plan & Implement new service .
6.3	**Introduction of a Mental Health policy** Key activities in 17/18: 1. Confirm Terms of Reference for Strathclyde University HRM Masters Student to lead project 2. Research 'best practice' mental health policies and review our current guidelines 3. Prepare draft policy and socialise with key stakeholder groups 4. Sign-off and communicate new policy
6.4	**Effective Occupational Health provision covering health surveillance, employee referrals, wellbeing services** Key activities in 17/18 1. Conduct due diligence on new Scot Gov. framework provider announced Jan17 2. Provide detailed spec of services required 3. Determine most suitable provider(s) (interdependencies with Health Screening and Absence projects) 4. Transition to new arrangement

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No	Deliverables
7.1	**An effective network of Wellbeing Champions who are Engaged, Enabled and Energised** Key activities in 17/18: 1 40 Wellbeing Champions selected from across both functional and geographic areas 2 Run a series of events for the Wellbeing Champions to equip them to promote the SH&W strategy and new products and services 3 Set up a Social Media group for the Wellbeing Champions to share experiences and support
7.2	**Improved score on Energised index in next Your Voice survey** Key activities in 17/18 1. Create a Wellbeing Action Plan from Your Voice 2016 survey results 2. Run a campaign to help employees make the connection between work and wellbeing 3. Design a Wellbeing pulse survey to monitor progress on action plan
7.3	**Increased emphasis on Financial Wellbeing** Key activities in 17/18 1 Financial Wellbeing workshops delivered across SW 2 Consideration to be given to promoting ethical lending and credit union services 3 Promoting availability of a confidential financial information service through EAP

No	Deliverables
8.1	**Increased awareness of the importance of building personal resilience** Key activities in 17/18 1. Schedule Flourish courses throughout Scotland for employees 2. Schedule 5 Elements of Resilience 'mop-up' courses for leaders 3. Produce guidelines for Personal Resilience in Operational Incidents

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No	
8.2	**Increased awareness of the importance of adaptive capacity and a flexible mind-set** Key activities in 17/18 1 Link in with Agile Phase 2 to ensure key messages are built in 2 Pilot new Capable Change leader training 3 Build stories of personal growth and change into Communications plan
8.3	**Increased support for employees going through a role transition/return following period of absence** Key activities in 17/18 1 Leadership Transitions document updated and issued to leaders who are new to their role 2 Mentors for all female MAs 3 Work with process owners in PEOPLE Directorate to put in place arrangements to 'on-board' returners to SW

No	Deliverables
9.1	**Increased demographic information which enables employee experiences to be tailored more effectively** Key activities in 17/18 1 Analyse demographic differences to engagement and wellbeing from Your Voice survey 2 Work with D&I umbrella groups to create an action plan to engage, enable and energise members 3 Extend the scope and ambition of the D&I groups to recognise and harness diversity in SW
9.2	**Materials to support Wellbeing conversations** **1** Design Wellbeing conversations templates and guidance notes 2 Train the Wellbeing Champions in the process 3 Pilot the process 4 Introduce as part of Wellbeing Week in October 2017

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	5 Evaluate effectiveness of approach
9.3	**Recognised Wellbeing brand for SW** 1. Decide an appropriate brand name or strapline for SW Wellbeing 2. Brand all SW Wellbeing materials 3. Determine where individual health and wellbeing data would best be stored 4. Create a 'one stop shop' for Wellbeing information

No	Deliverables
10.1	**A tested and optimised SH&W Maturity Model which will be used for strategic planning and measuring strategy attainment** Key activities in 17/18 1. Test the current model with key business stakeholders 2. Refine and calibrate the criteria to ensure they are aligned with SW's business objectives 3. Trial use as a strategic planning exercise during the annual review of the SH&W strategy
10.2	**To provide an accurate and effective suite of SH&W key performance indicators and supporting systems and processes.** Key activities in 17/18 1. Identify and agree the required suite of lead and lag KPI 2. Design and develop changes to information system and processes, for H&S including SW's operational and capital reporting systems and processes, 3. Implement and deliver changes
10.3	**A strategy and plan for S,H&W communication which regularly reviews and ensures the currency, effectiveness and alignment of messages**

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	Key activities in 17/18 1. Effective communication of the S,H&W Strategy & Plan 2. Review SW experience to date and look out into other businesses for new approaches 3. Scope and design new approaches and channels 4. Trial, refine and implement
10.4	**Validated and optimised S,H&W governance meetings, processes and procedures** Key activities in 17/18 1. Review and improve the effectiveness of the formal consultation with employees and their representatives 2. Develop and implement the combined H&S and H&W planning group 3. Review and optimise H&S audit processes and procedures

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