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Chief Executive and Trustee foreword

Welcome. We are pleased to present our Annual Health & Safety Report 2021.

As the COVID-19 global pandemic continues, we remain committed to ensuring the health, safety and welfare of our workers and those whom we support. We are delighted that we have controlled the spread of the virus well within our workplace; robust Health & Safety practices, in particular stringent infection prevention and control measures and social distancing continue to be central to our efforts. We are also pleased with the speedy roll out of our vaccination programme, which has supported this.

It is with a sense of extreme pride that we recognise the efforts of all our workers and give thanks to those who have maintained safe services for the children and young people in our care, looked out for each other’s wellbeing and served the community safely through our charity shops. The course of the pandemic may still be bumpy in times to come, but we can provide assurance that Health & Safety will continue to be at the forefront of all that we do. We recognise the impact of the pandemic on mental health and emotional wellbeing in particular and have invested in this area, to support staff in the months to come.

Whilst there has been much focus on the pandemic, we have not lost sight of the need to review continuously and to enhance the way we manage our Health & Safety arrangements; we have strengthened the governance and oversight of Health & Safety risk management from board level down, launching new working groups, strengthening the Health & Safety Team, developing reports and consulting with Health & Safety representatives. The Health & Safety Committee meets more frequently, with reporting into the sub-board committees, providing assurance to the Trustees on Health & Safety matters.

As we progress our organisational strategy, Hope and Ambition 2020-2025, which has exciting plans for new services and a new build on our Tadworth site, we do not overlook our statutory duties and the need to strive for high standards and best practice in all areas of the business; compliance and management of risk are fundamental to the ongoing health of the organisation. We celebrate the progress that we have made in the last 12 months and will work diligently on the next steps that we need to take to enhance our Health & Safety provision.

Each and every one of us is responsible for ensuring that we maintain safe working environments, and follow safe working procedures and practices, working and leading by example. We thank you for your continued support, and hope that you will take time to read the report and to share it with your colleagues.



Dalton Leong
Chief Executive



Nigel Scott
Trustee

Introduction

The purpose of this report is to provide assurance that The Children's Trust is meeting its duties in managing Health & Safety.

It demonstrates our commitment to managing risk and ensuring the health, safety and welfare of all our staff and others affected by our activities. It outlines the progress that we have made over the past year against our objectives and sets objectives for the coming year to enhance our Health & Safety arrangements.

Environmental matters are now reported under a new area of sustainability and are no longer included in the report. The Health & Safety Team now monitors food safety and this area has therefore been incorporated into the report.

The report is structured with an introduction to our new Health & Safety governance framework, agreed in the autumn 2020 and an update on our Health & Safety Management System.

It then provides an update on our key risks, with input from the Health & Safety working groups and concludes with a review of our incident statistics and a snapshot of agreed key performance indicators.

The Health & Safety Team is outlined at the close of the report.



1 Governance and managing Health & Safety

Progress to date

We continue to monitor our Health & Safety management system to ensure continuous improvement and adapt to change. Progress against our objectives, under our '**Plan, Do, Check, Act**' approach is as follows:

Plan

- The Health & Safety governance framework (page 5) has been agreed and implemented. It provides scrutiny and monitoring of health and safety risks, ensuring that compliance is robust and effective, providing the Board, our beneficiaries, regulators and other key external stakeholders with the necessary confidence and assurance they need.
- The working groups have developed terms of reference against which their responsibilities and accountabilities can be determined, to ensure that they are effective and efficient. The groups are currently developing key performance indicators to measure and monitor performance. Activities of the working groups are summarised in reports to the Health & Safety Committee.
- We have changed the way we consult and keep staff up to date on Health & Safety matters; the old meeting for this has been discontinued and a dedicated member of the Health & Safety Team liaises directly with representatives. 'Safety Matters', our quarterly safety newsletter, is now circulated and available on our intranet.
- Health & Safety policies have been developed and are kept up to date; stakeholders are consulted as part of the process. There has been a review of approving and reporting lines to ensure the right level of Health & Safety oversight. There is a dedicated resource for policy management and where necessary, new policies have been developed relating to, for example, food safety and alcohol and substance misuse.
- A more formal and disciplined approach to risk management and compliance reporting continues to be developed; a Health & Safety Risk Register has been compiled and top risks and mitigations, scrutinised by working groups, are reported into the Health & Safety Committee.

Do

- In response to the fast-changing pace of the pandemic, COVID-19 risk assessment has been foremost in our minds; collaborative assessments have been updated continually to reflect changes in national and internal guidance. See our COVID-19 section for more details.
- The Health & Safety Team has expanded in response to additional responsibilities and demands placed upon it; continuous professional development is essential and the team is being developed in areas of compliance such as food safety, medical gas and moving and handling.
- Manual handling trainers are being developed in support areas, providing in-house resource to larger teams and a network of qualified trainers to provide advice and support relevant to their team handling operations. With the review of the moving and handling policy, provision of professional support in clinical areas has also been reviewed.
- Our senior leaders and Trustees have refreshed their training on their responsibilities for Health & Safety.

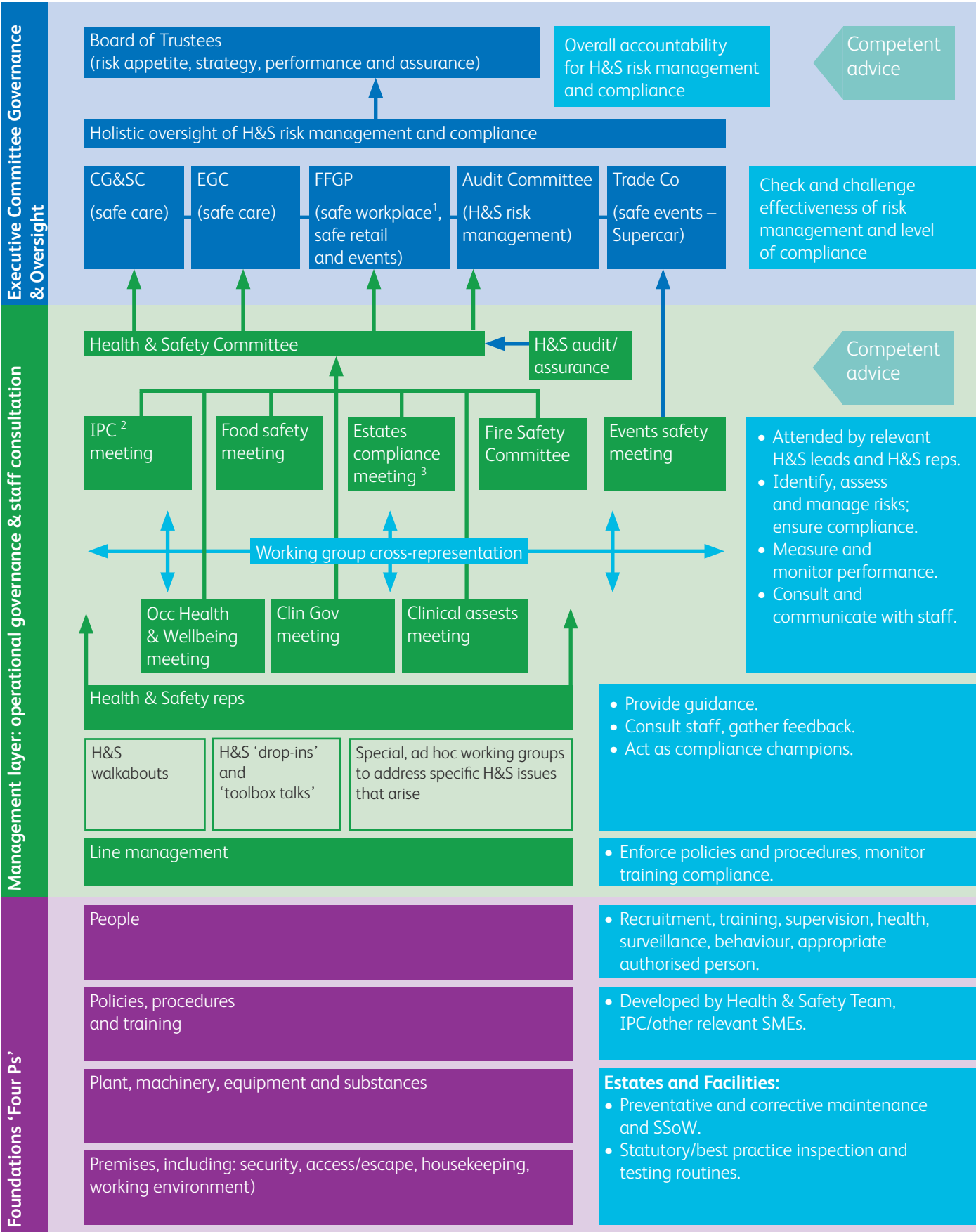
Check

- Our weekly checklists have been reviewed and streamlined and are in the process of being set up digitally.
- Incident trends are monitored and reported, as relevant, through the new working groups and committees.

Act

- A dedicated audit resource has been allocated to Health & Safety and an audit schedule agreed. The audit schedule is driven by the risk register, regulatory requirements and best practice, policy, activities on site and accidents and near misses. It includes cross-department audit of our top risks, including fire safety, food safety, water safety and clinical assets and subject specific audit.

Health & Safety Governance Framework



Next steps 2021/22

Focus will be on the following key activities, in order to develop and enhance current Health & Safety arrangements for our management system.

HSG65 Successful Health & Safety management: 'Plan, Do Check Act' approach



Plan

- Continue to develop further reporting from working groups, for the Health & Safety Committee and other Board sub-committees.
- An outcome of the pandemic is that we will continue to embrace hybrid working, so a review will be undertaken of the lone working and personal safety policy
- Provide input in Project Butterfly as plans develop.

Do

- Develop our online Health & Safety training, streamlining fire and Health & Safety induction and mandatory refresher training.
- Catch up on face-to-face training, developing practical manual handling guidance to support teams, updating first aid, practical fire extinguisher and lift evacuation training, which have all been affected due to COVID-19 restrictions.
- Consolidate risk controls, working collaboratively with other risk owners on a central risk register and ensuring robust review and scrutiny on risks.
- Have greater oversight of outings and events.
- Support play and fundraising teams with review of risk controls.
- Conduct an in-depth review of our substances on site, checking statutory compliance, updating our COSHH (Control of Substances Hazardous to Health) register and ensuring information is kept up to date.
- Continue to liaise with Health & Safety reps, ensuring that they are consulted and informed on Health & Safety arrangements, directly and through working groups.

Check

- Launch weekly checklists electronically, extending to non-clinical areas, collate and analyse results.
- Develop key risk indicators and key performance indicators, ensuring that these can be mapped clearly to Health & Safety objectives and hazards, working with the business performance and estates functions to implement the measurement of these.

Act

- Delivery of the Health & Safety audit schedule, including third party audit of the Health & Safety management system in the last quarter and implementation of recommendations.
- Enhance incident analysis and reporting, ensuring that key trends are investigated and learning outcomes made known to all those concerned.

1. Tadworth Court, shops, BICS and homeworkers. 2. incl. water safety.
3. safety of premises (incl. retail), plant, fleet, equipment and COSHH.

2 COVID-19

If there has ever been a risk impacting ways of working safely, COVID-19 must surely come top. It has brought a change to the way in which we work safely and how we interact in the workplace – as well, of course, as out of it.

It is a safety matter that has required mandates and restrictions from Government, as well as robust organisational approach.

At the Children's Trust, the Major Incident Team has worked constantly, providing information to staff on safe ways of working in order to protect them, our children and young people, families, customers and contractors, from workplace transmission; and staff have been supportive of these measures.

In summary

- The COVID-19 Major Incident Team was established to oversee organisational response and to review and adapt to Government and Public Health guidance.
- A COVID-19 Information section was set up on our intranet, filled with updates and guidance and it has continued to be kept up to date during the course of the pandemic.
- COVID-19 was incorporated into our Infection, Prevention and Control training.
- Personal protective equipment, hand sanitisers, antibacterial wipes and sanitising machines have supplemented existing infection control and housekeeping arrangements.
- There has been COVID-19 screening of new admissions to the charity, regular testing of staff and children and young persons; internal contract tracing was also implemented.
- There have been restrictions on visitors and they have also been asked to test before coming on site.
- COVID-19 risk assessments and 'Stay Safe' arrangements have continued to be kept up to date.
- One way systems, signage, floor markings and restrictions to numbers in offices and training/meeting rooms are displayed, with checklists to monitor their effectiveness.

- Individual risk assessments are done to identify and protect vulnerable workers.
- A minority of staff has been working from home, with assessments carried out on workstation needs, to ensure ergonomic set ups; in excess of 900 issues have been dealt with to support staff homeworking.
- A wellbeing programme has been launched to support staff with training and information.
- Our successful staff vaccination programme started in January 2021; currently 94% of staff have received their first dose of the vaccination and 92% of staff have received both doses.

Next steps 2021/22

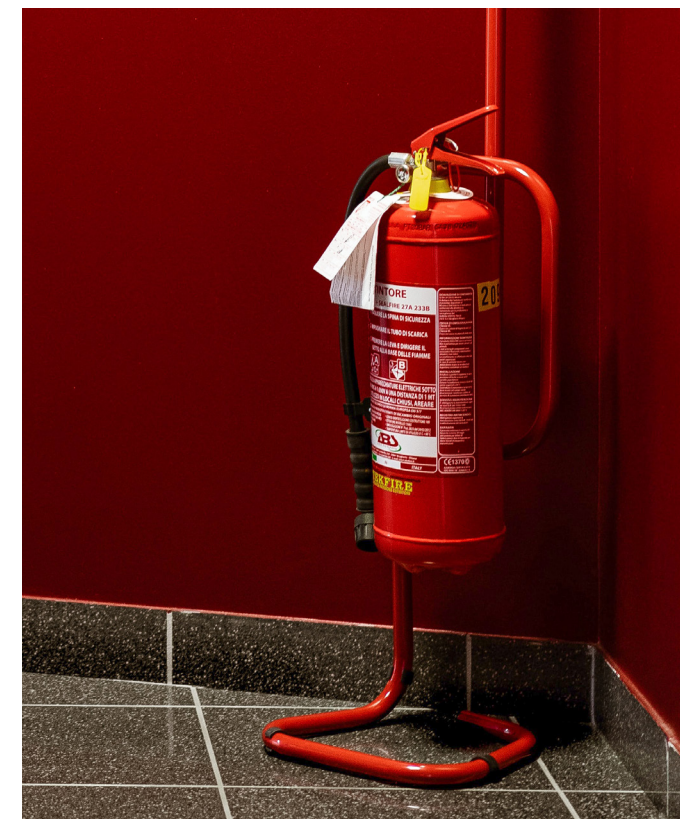
- As this report is being written, restrictions are due to be eased in June 2021, but we continue to monitor Government and Public Health guidance and implications for our staff and children and young people, taking a cautious approach to safety.
- We will continue to keep up to date our information, communication and review of risk, with a focus on wellbeing.

3 Fire safety

Fire safety is a significant risk to any organisation. The requirements for fire safety come from the Regulatory Reform (Fire Safety) Order 2005, with a focus on life safety.

There is however much change in the fire sector with the passing of the Fire Safety Act 2021 (itself arising from the Grenfell Tower incident) and the provision that it has made to update primary sources of guidance and legislation.

We are therefore aware of the need to ensure continuous improvement in fire safety arrangements and to ensure that they are robust. Our Fire Safety Strategy 2020/21 is coming to a close and a new Estates Strategy has been approved by the Board, with plans to enhance our risk assessment and fire protection in particular.



Make our buildings safe from fire and develop robust procedures

1 Governance and oversight

2 Risk assessment

3 Fire protection

4 Training and awareness

5 Audit and inspection

6 Achieving excellence

Progress to date

- The Fire Committee has been re-instated and reporting around fire safety is included at Board sub-committees. The Fire Committee regularly reviews the Fire Strategy and performance for training, fire drills, inspection and maintenance and fire risk assessments.
- All premises fire risk assessments, focusing on life safety, have been reviewed in the past year, supported by fire consultants; prioritised action plans are being progressed. Associated fire safety manuals and emergency plans have been kept up to date.
- We have reviewed our risk assessment matrix with the fire industry model, specified under PAS79 (Fire risk assessment – Guidance and a recommended methodology, a Publicly Available Specification published by the British Standards Institution) and agreed equivalent assessment ratings that fit in with our own model.
- The process for managing fire action plans relating to fire drills and risk assessments has been enhanced with access to shared documents and monthly reminders to action owners.
- The rate of fire spread for external finishes and balconies has been assessed and found to pose no significant risk.
- The programme of works to provide assurance in compartmentation within buildings (ceilings, walls and fire doors) is nearing completion; this addresses risk areas within the existing compartmentation surveys.
- New fire contracts for emergency lighting are in place and will provide us with clearer records.
- The fire strategy for Archie Norman House has been reviewed and a plan agreed to enhance emergency evacuation provision.
- In order to ensure that all sleeping accommodation is of the same high standard, the fire detection and warning system has been upgraded in the Lodge.
- Staff have been trained in the operation of the fire safety panels in the relevant charity shops, and guidance documentation introduced to ensure this can be updated if there is staff change.
- There is good mandatory fire safety training compliance.
- The delivery of fire drills in accordance with our schedule is back on track after disruption during periods of tighter restrictions because of the pandemic; precautions are taken to ensure that they are COVID-safe.
- New fire safety standards for our CHKS accreditation and reporting of required fire safety indicators is now evidenced.

Next steps 2021/22

Risk assessment, fire protection and achieving excellence

- The Fire Committee recognise the importance of robust fire risk assessment and passive fire protection linked to procedures. As part of the new Estates Strategy, we plan for an enhanced fire project, encompassing:
 - enhanced fire risk assessments capturing the rate of fire spread on external finishes and out buildings
 - new compartmentation surveys, incorporating loft spaces, voids (underfloor, wall and ceiling) and chimneys; condition surveying to help plan for proactive maintenance and lifespans of equipment
 - review and digitisation of fire strategies, encompassing relevant documentation into an electronic pack
 - checks on zoning to ensure that they align with compartmentation plans
 - update of all building fire safety maps
 - a review of procedures in relation to the above.
- A new fire strategy will emerge from this project.
- In-house arrangements for fire door inspection and maintenance will be reviewed, considering competencies and evidencing of compliance for the doors.
- The project for the enclosure of the external emergency escape stairs for Archie Norman House will be completed.

Training and awareness

- There will be a focus on streamlining fire safety training, encompassing induction, 'local' training and refresher training, with the intention of providing one set of bespoke training for each location, with completion online. The removal of paper-based forms will provide more efficient ways of recording training.
- Key learning outcomes from fire drills will be shared as part of the new 'Safety Matters' quarterly newsletter.

Audit and inspection

- As part of our plans to develop electronic inspection, fire safety checkpoints have been reviewed and will be included in the new electronic weekly checklists.
- Audit of our fire policy and procedures against recommended standards is planned as part of the Health & Safety audit programme.
- An audit is planned to review and propose safe arrangements for the use of gas barbecues on site and LPG storage.



The fire strategy for Archie Norman House has been reviewed and a plan agreed to enhance emergency evacuation provision.



Construction of a ramp to the Mansion, enhancing access and disabled fire escape.

4 Food safety

A Food Safety Group has been formed as part of the new governance structure.

This structure has responsibility and accountability for the food safety management system including policy, training, HACCP (Hazard Analysis of Critical Control Points), audit, incident review, performance and compliance monitoring and procedures including allergen control, alerts and investigations. Harrison, our catering partner, also supports these meetings.

Progress to date

- Performance data is now prepared and reviewed on food safety training and food safety audits, scrutinised in the group meetings.
- Food safety training provision has been reviewed and as a result, we have launched the roll out of accredited level 3 training for relevant managers and level 2 training for all food handlers.
- A comprehensive Food Safety Management Plan has been developed, which outlines our procedures and includes our HACCP, also incorporating our contracted catering activities.
- The food safety policy and procedures have been reviewed and aligned with the management plan.

Next steps 2021/22

The group will work to consolidate and enhance many activities that are already underway. It will:

- embed good food safety practices in line with the management plan, focusing on four key areas:
 - review and update of due diligence documentation
 - review equipment in relation to cross contamination and hygiene
 - look at our labelling to ensure food is within date and traceable
 - review environmental factors.
- continue with the roll out of the food safety training programme, prioritising level 2 food handler training and HACCP training
- strengthen our allergen controls, ensuring compliance with Natasha's Law 2021, which requires labelling of packaged goods for sale in the staff restaurant. We will raise awareness of allergy controls with the launch of the new food packaging in the staff restaurant, to raise staff awareness
- develop the food safety alert system, monitoring purchase of food products
- review procedures for food poisoning outbreaks (or allegations) to ensure that we are appropriately prepared to deal with these, should the need arise
- audit the food safety management system to check that our controls are in place and are effective.

5 Estates

The Children's Trust estate consists of 15 properties and leased space across 17 retail units. Property at Tadworth was constructed between c.1694 and 2009, and a new build is scheduled to commence in 2022.

Safe working practices and the safety of both the Estates Team and those they serve is paramount and central to estate operations. The team has continued to work through COVID-19 effectively and safely in challenging times.

Working groups monitor compliance with inspection and testing as well as clinical asset requirements, reporting into the Health & Safety Committee and through the quarterly review process.

Progress to date

Significant investment has been made in backlog maintenance, compliance and capital projects in the last strategic period improving the safety and quality of the estate.

This includes:

- investment in computer-aided facility management (CAFM) and compliance systems. Compliance data is collated within the operational Estates Team who are also responsible for undertaking compliance works and arranging compliance inspections and assessments. This tracks all equipment, with expected life cycles and records of servicing and inspection
- surveyor-led condition assessments of building fabric and mechanical and electrical assets
- investment in clinical assets; assessment has been made of hoists on site and a programme of repair, and replacement agreed, with implementation already underway; the therapy team has carried out an audit on beds in response to new guidelines and a bed replacement programme is agreed and is being implemented
- change in supplier to handle our servicing and repairs and recycling of obsolete clinical equipment. In addition to this, a store has been created for holding spares for emergency repairs
- construction of a ramp to the Mansion, enhancing access and disabled fire escape, and the replacement of the internal lift
- replacement walkways connecting the child residences
- refurbishment of the hydro pool, heating systems, bathrooms and flooring across various buildings
- installation of piped oxygen to the school houses, reducing the need for oxygen cylinders
- investment in connectivity of the estate through the installation of a building management system (BMS)
- investment in water safety, including training, an increased water sampling programme through an enhanced contractor service level and remedial works arising from water safety risk assessment, such as the removal of dead-leg pipework and full tank disinfections
- structural checks have been undertaken on chandeliers, fixtures and the hydro pool gantry and are now included on a programme of preventative works
- eyebolt and latchway systems, previously inoperative, have been inspected
- a survey of pressure systems has been undertaken on site and pressure servicing and inspection has been carried out
- asbestos re-inspection surveying has been carried out across the estate.

Next steps 2021/22

The Children's Trust has a new vision for 2025 and ambitious plans for growth and development.

The estate needs to support the delivery of this vision. The major deliverables of the new estate strategy are to support the new build ('Project Butterfly'), develop a comprehensive parent and family offer, formalise processes for compliance and to support the objectives of an emerging sustainability strategy.

The strategy also extends to the implementation of new strategies for security, horticulture, conservation and heritage, maintenance and condition management parking, and space management.

There is a wide range of legislation, British Standards, guidance notes, approved codes of practice (ACOP), and manufacturers' instructions that inform compliance requirements that are critical to the safe operation of the estate. The Estates Team is responsible for ensuring these elements are in place and to comply with the law.

Focus for the next year

- Develop further compliance targets and KPIs with an evaluation of data to ensure full transparency of data reporting. Report Estates accidents and near misses in monthly departmental KPIs.
- Introduce an Estates Compliance Manager role, that will ensure that the Estates Team is kept abreast of new legislation and is applying requirements into contracts, processes, and reporting; the role will fulfill an important governance role, supporting greater efforts and scrutiny of safe working practices and areas for continuous improvement.
- Comprehensive evaluation (health check) of the estate performance and standards, also considering CQC and Ofsted compliance requirements and risk assessments.
- Establishment of working groups and implementation of the major strands of the 2021-2025 Estate Strategy. These include security, parking, space management, maintenance, conservation and horticulture.
- Continued investment in backlog maintenance.
- Undertake an extensive review of maintenance and condition assessment processes, undertaking a full site condition assessment of buildings and grounds.
- Continue with the programme of hoist and bed replacements.
- Conduct a shower trolley and bath survey to identify that equipment is fit for purpose and safe to use.
- Identify training and development needs, investing in statutory training where applicable.
- Conduct a recommended five yearly compliance audit of medical gas, providing detail about our capacities for oxygen.
- Enhanced fire risk assessment (see Fire safety section on page 8).

6 Health and wellbeing

The health of the nation has been much talked about during the pandemic, with focus on dealing with COVID-19 and the impact on health arrangements in other areas.

During this time, The Children's Trust has continued to receive contracted support for occupational health matters and a new Wellbeing Strategy was published in March 2021 through the Strategy Spotlight.

The strategy aims to deepen and embed wellbeing throughout the organisation, moving away from tactical aims and objectives and focusing on three main aims of wellbeing: Personal, Team and Organisation Wellbeing.

The Occupational Health and Wellbeing Group reviews formal health surveillance and wellbeing.

Progress to date

- As working from home was extended and could no longer be regarded as a temporary arrangement, we asked all those working from home more than half of their working week to update their display screen equipment training and complete a workstation assessment for their home set-up; this generated a large number of issues (900+), which were tackled through the issue of laptops, stands, mice and other IT equipment; in addition to this, ergonomic equipment to support working from home was transferred or provided, to support healthy working and minimise the potential for upper limb disorders long term. Workstation issues for both on-site working and working from home have been reduced by 96%.
- We have introduced an NHS approved, mental health app for clinical staff. The app provides support and guidance regarding different mental health issues and has mental health exercises and cognitive behavioural therapy sessions.
- Stress training for managers was introduced in March 2021. 72 line managers completed this within two months of its launch. The training provides managers with tools on how to spot and address signs of stress in their teams. This is the first course within a package of different training tools that will be rolled out.
- In response to COVID-19, The Emotional Wellbeing & Mental Health Strategy was created and published in December 2020. This strategy lays out the ways in which we will focus on supporting staff emotional wellbeing, including training and the provision of a clinical psychologist.
- We carried out a review of our pension provider for staff. Following this, we have changed to a new pension supplier, offering our staff access to a competitive plan that will help them save for the future and we have provided pensions education to over 100 staff. We have also reviewed other staff benefits including review of our life assurance scheme and two year renewal of Zest, which includes a centralised wellbeing-hub.
- We raised the profile on our mental health first aiders, promoting their support within the organisation.
- A peer inoculation process was adopted last winter for flu vaccinations; this significantly increased the number of healthcare workers vaccinated and will continue to be used with the 2021/22 flu vaccination roll out.
- We introduced an early COVID-19 vaccination roll out, which was key to staff health and wellbeing. 94% of staff have received their first dose of the vaccination and 92% of staff have received both doses.



7 Incident review

743 (92%) staff have received their first dose of the COVID-19 vaccination and 640 staff have received both doses.

Next steps 2021/22

- Continue with roll out of training to support mental health and wellbeing, including resilience training and managing stress within teams.
- Reintroduce our staff physiotherapist and staff health checks from the YMCA East Surrey.
- Reintroduce health surveillance for lung function testing and audiometry; these services were put on hold by our local NHS during the pandemic.
- Agree sustainable travel options in partnership with Sustainability and Estates teams.
- Reintroduce long service events for our workforce.
- Work with the Psychosocial Team to implement an Occupational Health Clinical Psychologist for staff.
- Develop work-related sickness absence reporting and monitor trends.
- Develop impact reporting for wellbeing and monitor trends.
- Keep under review health surveillance, monitoring in-house provision and the availability of external services.
- With the success of the peer vaccination programme for flu, continue with peer vaccination for the next flu season.
- For relevant staff, continue to adjust to working from home and hybrid working, ensuring suitable controls are in place for staff using display screen equipment.

We continue to review incidents through the Health & Safety Committee and various clinical meetings, including Clinical Governance, Child and Young People's Safety and Safeguarding meetings.

The incident management system is under review: some separation of incidents, not regarded as Health & Safety related, has been undertaken in order to report on those that are relevant to this report.

Incident analysis

Incident type	2018/19	2019/20	2020/21	Variance versus last year
Overview				
Total number of incidents	840	929	943	+14
Total number of staff, volunteers and others incidents	177	243	195	-48
Incidence rate per 100 FTE staff	35	49	20	-29
Total number of children and young person (CYP) incidents	663	686	748	+62
CYP incidence rate per 1,000 bed nights	37	39	42	+3
Total number of incidents rated 'Moderate' or above for staff, volunteers and others	14	16	27	+11
Total number of incidents rated 'Moderate' or above for CYP	18	24	22	-2
Causative factors				
Bruising	89	102	137	+35
Medication incidents	168	124	111	-13
Behavioural incidents	104	99	94	-5
Skin integrity	35	55	70	+15
Equipment incidents	67	29	37	+8
Eating and drinking	29	34	27	-7
Slip, trip and fall incidents on the level	28	32	27	-5
Manual handling incidents	19	20	24	+4
RIDDOR reports				
Reporting of Injuries, Diseases and Dangerous Occurrences to the HSE	1	0	2	+2
Injury and no-injury reports				
Total number of non-injury reports	630	701	707	+6
Total number of injury reports	210	228	236	+8
Injuries to staff, volunteers and others	53	57	39	-18
Injury incidence rate per 100 FTE staff	11	5	4	-1
Injuries to CYP	157	171	199	+28
CYP injury incidence rate per 1,000 CYP bed nights	9	10	11	+1

Key points

- There has been a small increase in the number of incidents compared to the previous year, up 1.5 %, continuing a gradual upward trend.
- Staff, volunteer, contractor and visitor incidents have dropped significantly by 20 %, reflecting months of shop closures, staff on furlough, a drop in volunteer activity, restrictions on site visits and a number of staff working from home. This has contributed to a 32 % reduction in injuries for these groups and the incidence rate has dropped again by 20 % to four incidents per 100 full time equivalent staff. The course of the pandemic is likely to influence the incident figures as we progress through the current incident year.
- Child and young people (CYP) incidents have increased by 9 % to 748 and injuries have increased by 16 %. We have continued to prioritise our services during the pandemic, encouraged staff to report on all incidents and there has been particular focus on safeguarding/bruising incidents as we have started to report these differently. A Root Cause Analysis Panel was set up midway through the year, generating actions to improve practice and safety. The incidence rate of CYP injuries per 1,000 bed nights remains slightly higher than the previous year (11).
- There have been two reportable incidents under RIDDOR: a deep cut from glass and a strain injury from a slip incident, both leading to staff taking more than seven days off work. The number of these incidents remains very low.
- Incidents with severities rated ‘Moderate’ (and above) have continued to increase, although the number for CYP has in fact shown a modest fall. We have had slightly fewer referrals for rehabilitation due to COVID-19 and so, at times, fewer CYP on site. The causes of the moderate-rated incidents are diverse, ranging from estates – related incidences, such as flooding, trespass and oxygen leak to clinical-related incidents, such as, for example, allergens, infection control and behaviour. Incident reporting through the various meetings, provides a focus on actions and learning from incidents.
- Our non-injury/near miss reports account for 75 % of our reports, similar to the previous year, and demonstrating a proactive approach to incident reporting; investigation of such incidents helps us to minimise the risk of more frequent and more serious injuries.

Bruising

- Bruising incidents are our top cause of incident, rising again this year and accounting for 15 % of all reports. This is because we changed the process to report bruising, separating them from safeguarding incidents.
- There is a multi-disciplinary approach to reviewing and recording bruising to ensure that all care has been reviewed.
- The medical team review skin care and medication to improve skin health and to minimise scratches and marks.

Medications

- There continues to be a decline in medication incidents. We have introduced the incident decision tree and we continue to have a spot-light on medication incidents.

Behavioural incidents

- Behavioural incidents are typically one of the highest categories in our incident reporting, however incidents of this reporting period have caused only minor injuries to staff and CYP.
- The majority of incidents relate to CYP with challenging behaviour, such as kicking and scratching themselves or others, inappropriate behaviour issues such as abusive or threatening language, dislodging clinical equipment, such as gastrostomy tubes, or sometimes expressing intention to self-harm.
- Incidents can increase or decrease depending on admissions; there was a sudden increase in incidents in relation to one child at the end of the reporting year. Well-established procedures are in place to minimise the risk of staff being injured in supporting children, such as the identification of triggers and monitoring against the behaviour plans, key worker meetings, staff training and support from our psychologists. We continue to provide MAPA (Management of Actual and Potential Aggression) training to support staff dealing with challenging behaviour.
- There were a small number of incidents involving aggressive customers and incidents involving volunteers; the small number reflects the prolonged periods of lock down and shop closures.

Skin integrity

- The great majority of incidents in this category relate to scratches and the importance of CYP’s nail care is reiterated to staff.
- Other incidents include blisters, grazes, marking and broken skin. There are various strategies for managing these including a medical review of skin condition, appropriate medications to include creams and dressings, review of equipment as well as preventative measures such as, for example, reviews of moving and handling and changing CYPs positioning.
- There have been three CYP grade 3 pressure ulcers reported in the past 12 month period, none within the last six months. These originated outside of the organisation.

Equipment

- After a significant drop in equipment incidents last year, there has been a small increase in incidents over this reporting period.
- The equipment involved in this category is extremely diverse. Non-clinical equipment related to, for example, the car parking barrier, a water leak, water sampling results, equipment not working and a work tool left unsecured. Clinical equipment issues related to ventilators, lap straps on CYP wheelchairs, hoists and portable hoists and suction tubing and gastrostomy and connector equipment. Corrective actions are taken to repair any faulty equipment in addition to servicing and maintenance.

Eating and drinking

- The number of incidents has dropped to its lowest number in three years.
- The highest number of incidents in this category related to feeds and following feed regimes and choking; follow up includes raising staff awareness on following meal mats (with eating and drinking programs), cutting down on child distractions at meal times, feeding slowly and in small amounts, following IDDSI (International Dysphagia Diet Standardisation Initiative) levels on texture modification and continuous assessment. Other incidents involved control of allergens and food ordering.

Slips, trips and falls

- The number of incidents has fallen to its lowest level in three years. The reduction in staff working on site and shop closures have contributed to the decrease.
- There were four incidents involving staff: three fell on wet floors or icy pathways and one fell in the grounds leading to a reportable incident (see RIDDORS): the use of wet floor signs has been reiterated to staff and the grounds were gritted and cleared during the icy spells of weather. A customer fell on a step in one of our charity shops, despite demarcation to highlight the step, reporting that she was distracted at the time.
- The remainder of incidents were for children with balance co-ordination difficulties, some during leisure (playing football and using the bicycle) and some during practice or everyday activities. Assessment is made considering each child’s ability and independence and regularly reviewed. Such incidents are expected due to the rehabilitation of the CYP and working on their mobility and balance.

Manual handling

- There has been an increase of four manual handling incidents and all incidents related to clinical handling.
- Follow up for incidents focused on staff training and review and adherence to handling programmes, support for parents was also provided.
- A very small number of incidents led to minor staff injuries or pain.
- There continues to be a hoist repair and replacement programme underway to support manual handling.
- Additional moving and handling resource was allocated to ensure that practical training could be brought up to date following restrictions on classroom training due to the pandemic.

RIDDOR Reportable Incidents under RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2015) We continue to have a low incidence of reportable incidents.

We had two staff ‘>7 days off work’ incidents last year: grounds inspections have been enhanced following a slip incident causing a strain injury; procedures for display of goods on shelving have been communicated to shop staff following the breakage of a glass vase which fell off the shelf causing a deep laceration.

8 Key performance indicators

A review is underway of organisational key performance indicators and key risk indicators, including those relating to Health & Safety and the working groups. We include here those reported by the Fire Committee and Health & Safety mandatory training performance.

Fire Committee

Fire drill and fire risk assessment compliance was affected by the pandemic 2020: fire drills had to be rescheduled late summer and autumn as restrictions eased and we have started the 2021 season for fire drills on schedule; fire consultants have supported us in bringing the fire risk assessments up to date early 2021.

Fire drills carried out on schedule	
2019	97%
2020	44%
2021	100%

Fire risk assessments	
2019	62%
2020	100%
2021	97%

Health & Safety training

Staff completion of mandatory training has been consistent, following some initial disruption. Health & Safety and fire training targets increased 2021 to 95 %.

Mandatory Health & Safety training	
2019	95%
2020	96%
2021	94%

Mandatory fire safety training	
2019	82%
2020	88%
2021	95%

Mandatory food safety training	
2020	90%
2021	96%

Conclusion

Our Annual Health & Safety Report 2021 demonstrates that the charity is committed to ensuring a safe place to work and a safe place for the children and young people and their families.

Whilst we have risen to the challenges brought about by COVID-19, we have not lost sight of the Health & Safety objectives we set ourselves and have achieved considerable improvement in areas of governance, health and risk management.

We recognise that we must continually improve and enhance our compliance and best practice and have outlined in the report our plans for the coming year.

Health & Safety Team



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The Children's Trust is registered with the Fundraising Regulator, accredited by CHKS with ISO 9001 certification (for organisational and clinical management systems), inspected and rated 'Outstanding' by CareQuality Commission and rated an 'Outstanding Provider' by Ofsted Care (for residential houses). The Children's Trust School is rated a 'Good Provider' by Ofsted Education. TCT_1088 06/21.