

TRAFFORD COUNCIL

Report to: Council
Date: 30 September 2020
Report for: Information
Report of: Executive Member for Finance and Investment

Report Title

Year End Corporate Report on Health, Safety & Wellbeing – 1 April 2019 to 31 March 2020

Summary

1. To provide information on council wide health and safety performance and trends in workplace accidents.
2. To provide a summary of other key developments in health, safety and wellbeing for the period 1 April 2019 to 31 March 2020

Recommendation(s)

1. That the report is noted.

Contact person for access to background papers and further information:

Name: Richard Fontana Strategic HR Lead – Health, Safety and Wellbeing
Extension: 4919

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	The Council's approach to managing health and safety at work is set out in the Corporate Health and Safety Policy. This includes the arrangements for ensuring the health, safety and welfare of employees and reporting on performance.
Financial	There are no foreseeable financial implications arising out of this report.
Legal Implications:	The programme of audits and proactive work carried out by the Health and Safety Unit, together with on-going policy/guidance developments, training provision and investigations of accidents and incidents are designed to continually improve compliance with health and safety legislation.
Equality/Diversity Implications	None
Sustainability Implications	None
Resource Implications e.g. Staffing / ICT / Assets	None

Risk Management Implications	Management of violence and aggression risks continues to be a strong area of focus for the Trafford Council
Health & Wellbeing Implications	The Employee Wellbeing Strategy provides a framework to improve and support the health and wellbeing of our workforce
Health and Safety Implications	See Legal section above. The continuing auditing and monitoring arrangements combined with the mechanisms for the provision of advice and guidance are all focused on sensible and targeted risk management.

1. Introduction

The Council is committed to high standards of health, safety and wellbeing for all staff, visitors, contractors, Elected Members and others who may be affected by our activities.

This report covers the 12 month period from 1 April 2019 - 31 March 2020. It provides:

- Key health and safety performance data across the organisation, highlighting proactive and reactive activities undertaken by the Health and Safety Unit (HSU) to provide assurance of compliance with legislation.
- An overview of activities and initiatives delivered with partners to support our workforce under the '*EPIC You* – Health and Wellbeing Strategy'

Updates are also provided to the relevant Corporate Directors and Joint Consultative Committees.

The Health and Safety Unit provides a targeted proactive programme of interventions to manage existing and emerging risks to the workforce and others affected by the Council's work activities. Key highlights for 2019-20 include:

- Conducting a range of audits and health and safety support including the One Trafford Cemeteries Service, Care at Home Service and review of lifting equipment maintenance arrangements across the Council and schools
- Continuing review of managing violence and aggression risks within Council Services and Schools.
- Delivering a comprehensive Health and Safety SLA programme to 79 schools within the Borough including the majority of Trafford Community Schools
- Providing a range of face to face health and safety training to 207 colleagues in addition to online training.
- Delivering a range of health and wellbeing activities and opportunities to the workforce under the *EPIC You* Employee Health and Wellbeing Strategy 2019-22
- Initial COVID-19 support and guidance to our services. Further in depth analysis of our COVID-19 support will be detailed in the next Corporate Health and Safety 6 month Report April-September 2020

2. Monitoring Statutory Compliance

2.1 Health and Safety Audits and Support in Council Services and Schools

HSU continues a targeted programme of audits and support within schools and services to monitor statutory compliance and identify areas of risk to the Council.

Where an audit report is provided, it provides a summary of findings including identified good practice and an action plan to address areas of non-compliance or further development. Where appropriate a compliance score with a rating of excellent, good, fair or poor may be given. Further monitoring will take place where significant issues are identified or support is needed. Certain audits or supportive visits may not be scored due to the nature of the visit being completed e.g. bespoke or monitoring audits and fire risk assessments.

2.1.1 Council Services

One Trafford Partnership Audit

HSU supported the Council's One Trafford Client Team within 'Place' with a joint audit of the One Trafford Cemeteries Service. This forms part of Trafford Council's arrangements as client to monitor the health and safety performance of Amey LG as contractor.

Audit findings indicated that risk assessments had been reviewed and were current, but were to be developed further to address specific site issues. Further areas for development included an improved health surveillance programme for risks from noise and hand-arm vibration in the use of equipment. Health and Safety performance issues are discussed at One Trafford Partnership meetings with representatives from the Client Team and Amey Services.

Care at Home Service Support

HSU supported the Care at Home Service to refresh their health and safety arrangements following the integration of health and social care. This involved a review of local health and safety arrangements and safe systems of work including the risk assessment/support plans carried out for service users by both Health teams and Care at Home.

Lifting Equipment Inspection Review

There is a legal requirement to ensure equipment which is used to lift people, such as passenger lifts, hoists, slings and vehicle tail-lifts undergo routine maintenance and a 'thorough examination' every six months. HSU, in conjunction with the Insurance Team, conducted a review with relevant services and community schools to ensure they have appropriate arrangements in place for such equipment they are responsible for.

Violence and Aggression Workstreams

Management of violence and aggression remained a focus of the HSU work during 2019-20. A key piece of work has been the review of Trafford Town Hall and Sale Waterside Security relating to service users and visitors within the reception areas.

At TTH, a full review of the arrangements for access control and security arrangements was undertaken considering some significant incidents of volatile behaviour. This included observation and discussion with relevant teams, liaison with a Greater Manchester Police Advisor and the Council's Insurance Provider and work between Health and Safety Unit and Amey Facilities Management.

The review made a number of recommendations to improve physical and procedural controls for managing violent and aggressive incidents within TTH and the reception area. A security guard is currently being trialled to improve security presence at TTH and enable incidents to be responded to and monitored.

At Sale Waterside improved security access has been provided to the staff lobby area and lifts to minimise the risk of unauthorised access into the building.

Additional physical security measures are now being evaluated and progressed at these office locations. Further information concerning violence and aggression is detailed in section 3.2.1 where the accidents statistics are examined.

2.1.2 Schools

In 2019-20, 51 audits were undertaken within schools. Health and safety compliance rates for audits completed in Trafford Community Schools ranged between 69% and 100%. Of those, 29 audits provided bespoke advice and guidance including a number of visits targeting support for site managers and as such these were not scored visits.

2.1.3 Schools achieving ‘good’ or ‘excellent’ compliance rates

Twenty schools audited achieved a good or excellent score (between 75-100% compliance), as listed below, including 12 of which were Trafford Community Schools.

Schools	Full Health and Safety Audit	4
	Premises Audit	4
	Risk Assessment	1
	Sports/PE	1
	Play Area	2
Total		12

Only two schools (including one community school) received a ‘fair score’ of 69% as part of a premises management audit, but is being supported in the subsequent action plan to make required improvements.

2.1.4 SLA Buy Back

Currently, 79 schools have purchased the Health and Safety SLA for 2019-20, compared to 74 in the previous year. Only one community school has not purchased the SLA. The breakdown of schools who have bought back the SLA is shown in table 1.

Table 1: Breakdown of school SLA buy-back

School Type	Number
Community	41
Voluntary Controlled	1
Voluntary Aided	21
Independent	2
Academy	14
Total	79

3. Accident Statistics

Accident statistics provide an important aspect of monitoring health and safety performance and help identify areas where risk needs to be managed more effectively.

Overall the total number of accidents in 2019-20 have significantly declined compared to the previous year from 174 incidents to 136. These are the lowest figures over the last four years.

Table 2: Overall number and rate of accidents to staff

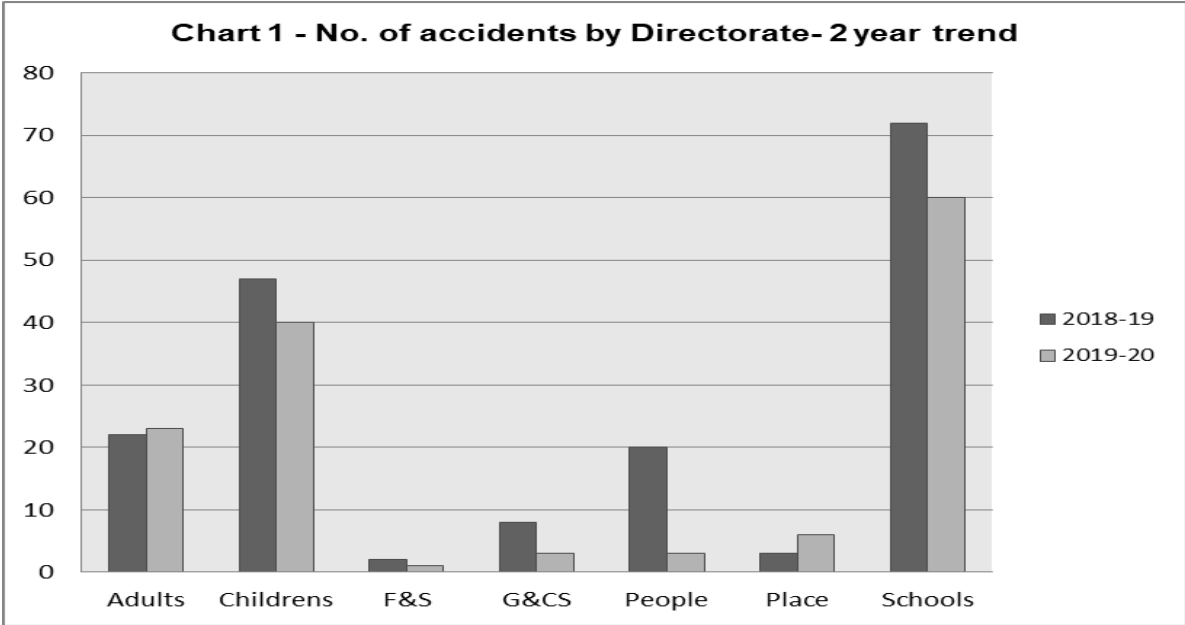
Indicators – Year End Results	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Total no. of accidents to employees (reported to HSU)	231	124	143	175	174	136
Number of employees (including schools)	5749	5506	5394	5504	5732	5271
Overall rate of accidents to employees/100 employees	4.02	2.25	2.65	3.17	3.04	2.58

Rate based on number of staff at 1 April at the start of each reporting period.

Appendix 1 provides details of the accident statistics, broken down by directorate and service area for staff for the period 1 April 2019 to 31 March 2020. A summary of the findings is detailed below.

3.1 Numbers of Accidents by Directorate

The majority of Directorates and schools have seen a falling trend in reported incidents. Adults have seen a small rise and Place have again reported a low number of incidents but seen a slight rise in those notified.



3.1.1 Adults

Services in this Directorate have seen an increase of just 1 accident in 2019-20 compared the previous year (from 22-23). Eleven of those incidents related to violence and aggression including 1 incident of verbal threat or intimidation and 10 incidents of physical assault.

3.1.2 Childrens

Childrens accounted for 40 incidents in 2019-20, which was a decrease of 7 incidents from the previous year. Similarly to Adults, the majority of incidents related to violence and aggression with 6 incidents related to verbal threats or intimidation and 14 incidents of physical assault. However it was also noted that there were 10 reports of road traffic collisions mainly involving Passenger Transport.

3.1.3 Finance and Systems, Governance and Community Strategy and People

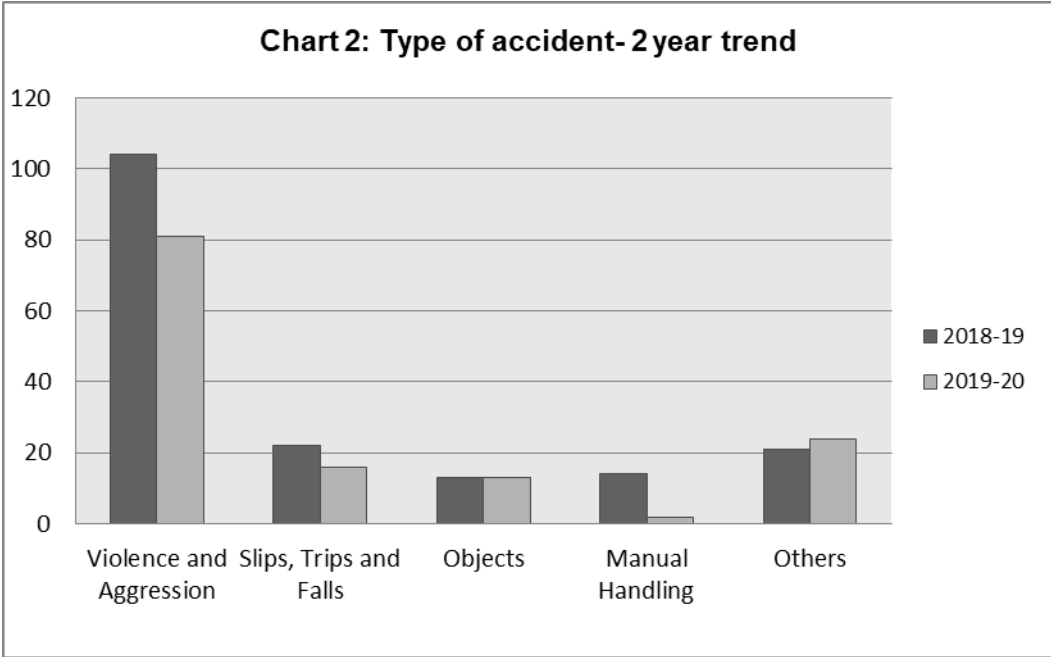
These 3 Directorates all reported very low numbers of accidents in 2019-20. Of particular note is People, who saw a substantial decrease in incidents, from 20 in 2018-19 to just 3 the following year.

3.1.4 Place

Place saw an increase in reported accidents (3-6). Three of these incidents were verbal threats/intimidation within Regulatory Services. There were no other particular trends.

3.2 Types of Accidents

Chart 2 below, shows a summary of the main types of accidents, compared to the same period in 2018-19. Appendices 2 and 3 show a detailed breakdown of the types of accidents and a breakdown for each Directorate.

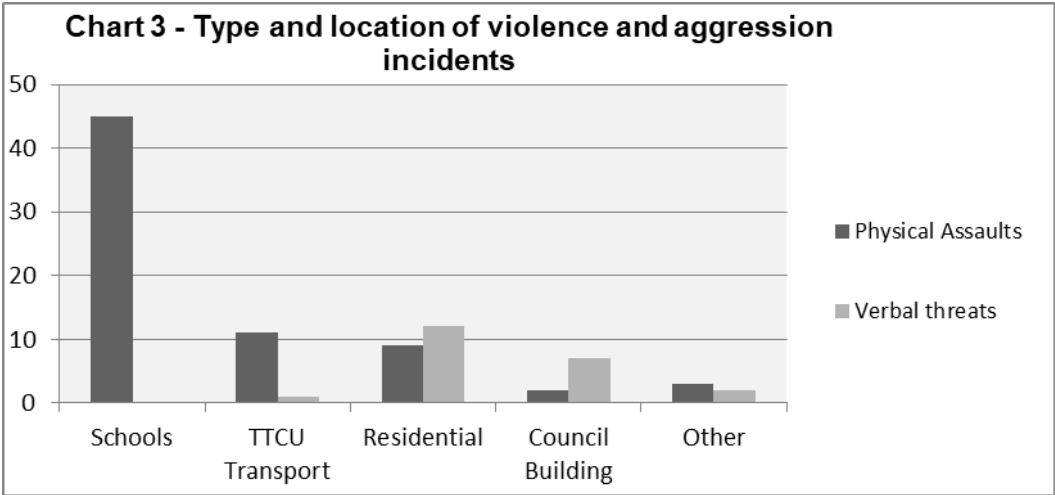


3.2.1 Violence and Aggression

Violence and aggression incidents (threats of assault/intimidation and physical assaults) remains the most reported accident type, however there has been a notable reduction in these incidents compared to 2018-19 (From 104-81).

Physical assaults include a wide range of physical incidents stemming from aggressive behaviour and accounted for 70 incidents (compared to 80 in the previous year). There were 11 incidents of verbal threats or intimidation reported down from 24 in 2018-19

The location and nature of such incidents are shown in Chart 3.



Special Schools reported the majority of physical assaults when dealing with Children presenting challenging behaviour although the number reported had fallen in schools from 53 incidents in 2018-19 to 45.

Trafford Transport Provision (TTCU) reported 11 cases of physical assault, which was a reduction from 17 reported incidents in the previous year. There has been an increase in physical assault reports within residential care properties (from 6-9). However 5 of these relate to a specific service user being supported within Adult Services.

Threats of threats of assault/intimidation have been reported from a range of front line services including Regulatory Services, Adults and Children’s Social Services and Customer Services. These have included extremely volatile behaviour in council buildings, abuse received face to face and three incidents by telephone.

In addition to the building security review work outlined in section 2.1.1, HSU have worked with a variety of services and made recommendations to improve the management of violence and aggression. Recommendations have included:

- The provision of improved positive behaviour support training, de-escalation training and relevant intervention training within Children’s Placements, Supported Living and TTCU
- Developing and improving the flow of placement assessment information between Social Services, Schools and TTCU

3.2.2 Other Accidents

There has been a significant decrease in moving and handling related incidents in 2019-20, with only 2 incidents reported. HSU delivers a wide range of moving and handling training and support as outlined in table 5. The Employee Health and Wellbeing Strategy 2019-22 (detailed further in section 5), also focuses on musculo-skeletal disorders with the aim of delivering interventions to improve absence related to such issues.

Slips, trips and fall incidents remain the second most common incident but have decreased from 22 incidents in 2018-19 to 16 incidents. There were no particular trends evident. Three of these incidents were reportable to the Health and Safety Executive as detailed in section 3.

Road traffic collisions accounted for 13 reported incidents in 2019-20 which is the highest reported level in this category over recent years. These have mainly occurred with TTCU (10 incidents). Although there are no clear causal trends, this area will be monitored further.

3.3 Rate of Reportable Injuries to Staff

There have been five incidents that have been reportable under RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) to the Health and Safety Executive. These incidents included:

Major injury:

- An incident in TTCU when a Passenger Assistant fell from a bus causing a wrist fracture

More than 7 days absence:

- A teaching assistant suffering a sprain injury during a sports session
- A trip incident to a cleaner
- A slip incident to a pest control officer at a private property
- A support worker suffering lifting and handling injuries when aiding a service user into a standing position

Table 3: Rate of reportable injuries to staff

Local performance indicator	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Total Number of reportable accidents	13	14	5	3	3	11	5
Target for rate of reportable accidents/100 employees	0.30	0.28	0.26	0.24	0.22	0.20	0.18
Actual rate of reportable accidents/100 employees	0.21	0.24	0.09	0.06	0.05	0.19	0.09

4. Delivery of Health and Safety Improvement Plan

In line with the current Health and Safety Plan and ongoing delivery of support to services and schools, the following work areas continue to be delivered:

4.1 Key Work Programme Actions

The following actions detailed in Table 3 have been completed or are being progressed within HSU:

Table 3: Key work programme actions completed or being progressed by HSU

Area of development	Actions	Status
Corporate and schools guidance review	Refreshed Corporate Health and Safety Policy	Completed
	Fire Policy	Final draft
	Display Screen Equipment Guidance	Progressing
	Refreshing the Health, Safety and Wellbeing Intranet Guidance Pages	Progressing
	Adult Social Services Medication Policy	Progressing
Corporate Audits	One Trafford Partnership Cemeteries Audit	Completed
	TTH Security arrangements	Completed
	Corporate Lifting Equipment Use and Maintenance	Completed
Schools health and safety SLA	Completion of programmed school SLA audits	Completed
	Site Managers Support Package	Completed
Fire Evacuation arrangements	Regular review of emergency evacuation arrangements including procedures, fire marshal provision/training and fire evacuation drills	Ongoing
First aid	Regular review of first aid provision across the Council	Ongoing

4.2 Training

The HSU has continued to work with the Learning and Development Team to ensure that a calendar of training for health, safety and wellbeing, is in place across the organisation. HSU has also provided direct training sessions to Trafford employees and schools. Table 4 below details the training delivered

Table 5: Training delivered April 2019-March 2020

Course/Training	Number of Courses	Number Attended/Trained
Fire Evacuation Chair Training	1	5
Fire Awareness - Services	2	19
First Aid at Work Refresher (2 day)	1	3
First Aid at Work (3 day)	3	17
Emergency First Aid at Work	4	43
Moving and Handling (People) Transport	3	21
Moving and Handling (Adults) Update	4	19
Moving and Handling (Adults) 2 day induction	1	7
Moving and Handling (Adults) private Providers	2	14
Moving and Handling Hoist Specific Training for Supported Living	1	6
Trusted Assessor Training*	1	11
Moving and Handling (Objects) Schools	1	26
Working at Height (Use of Ladders)	2	16
Online - Health & Safety in the Workplace	-	416
Online - Mental Health Good Practice	-	122

*To enable Health and Social Care Staff to assess and order simple moving and handling equipment to aid discharge of service users

4.3 Requests for Service

HSU continue to respond to a wide range of requests for advice and support, complaints or incidents relating to Health and Safety at Work issues.

4.4 Display Screen Equipment (DSE) Assessments

A total of 55 DSE (computer) workstation assessments have been carried out by the HSU for employees reporting health related issues. Following an assessment, a report of the findings and recommendations are provided to the employee's line manager for implementation.

4.5 Event Applications

The HSU has reviewed a total of 65 event applications for community events take place at numerous locations across Trafford.

4.6 Moving and Handling Assessments

The Council's Moving and Handling Lead and Consultant have completed the following 'complex' moving and handling assessments, providing support for staff and service users.

Complex Moving and Handling referrals	Number of referrals
Complex M&H - Adults	4
Complex M&H - Children	10
Complex DSE	2
Vocational Rehabilitation	1

4.7 Fire Safety

The Health and Safety Advisor (Fire Lead) has continued to deliver a range of fire support to services and schools including:

- Fire risk assessment conducted within 11 schools and two Corporate Estate Properties
- Coordinating two full fire evacuations at Trafford Town Hall and Sale Waterside and also a review of an unplanned evacuation from the Town Hall caused by the accidental activation of a call point.

4.8 Corporate Landlord

The Health and Safety Unit provide support and guidance at every level of the Corporate Landlord framework to ensure health and safety matters are integrated within how the Council uses, manages and strategically plans the use of the Council's building assets through:

- Co-chairing and facilitating the Trafford Town Hall and Sale Waterside Staff User Groups where building matters can be discussed and resolved or escalated as required.
- Management attendance at the monthly Operational and quarterly Strategic Landlord meetings.

Linked to this framework, HSU also supported an 'EPIC Waterside' working group to develop and improve office accommodation at Sale Waterside. This work included the trial procurement and roll out of 200 new ergonomic office chairs to replace existing stock.

5. Employee Health and Wellbeing Strategy - 'EPIC You'

The Employee Health and Wellbeing Strategy 2019-22, EPIC You, continues to deliver a range of support and opportunities in order to provide a Trafford 'Workplace' that encourages and enables staff to lead healthy lives and make choices that support positive wellbeing.

Under key themes of 'healthy lifestyle', 'mental wellbeing', 'musculo-skeletal health' and 'occupational health and safety support', interventions are delivered collaboratively with key partners in Human Resources, Partnerships and Communities, Public Health, CCG and Trade Unions and with the strong involvement of our EPIC Pioneers and workforce.

Table 6 summarises the range of activities and support that took place during 2019-20.

Table 6: EPIC You Health and Wellbeing Activities and support

Activity	Details
Trafford Council/CCG Mental Health First Aid Network	<p>Provision of a Mental Health First Aid support service for all colleagues in the Council and the CCG</p> <p>Trained volunteers from our workforce who are a point of contact if colleagues are experiencing a mental health issue or emotional distress. Details of all 19 Mental Health First Aiders can be found on our HR Health, Safety and Wellbeing intranet pages and on displayed posters.</p>
Mental Health Awareness Week and Dying Matters Week (May 2019)	<p>Council/CCG week of special events to highlight issues surrounding mental health, death and bereavement.</p> <ul style="list-style-type: none"> • Mental Health Awareness Market Place event on the Street at TTH involving over 20 voluntary sector organisations and mental wellbeing services • Mental Health Awareness Sessions at TTH and Sale • A ‘Death Café’ was held at TTH Library to encourage informal discussion and reduce the stigma of talking about death, dying and bereavement. • Mindfulness sessions were held at both at TTH and Sale • A Mental Health First Aid Lunch and Learn session at TTH gave an overview of this excellent role. • Charity cake sale and dress down day in support of Francis House
Health and Wellbeing Week (Jan 2020)	<p>Council/CCG week to offer a number of activities to help boost the health and wellbeing of our colleagues. Activities delivered under key themes each day:</p> <ul style="list-style-type: none"> • Daily health checks for colleagues • Smoking cessation sessions • Trafford Leisure and healthy lifestyle promotion including led walks, yoga sessions and an active workplace workshop • Safe and healthy workstation demonstrations • Financial support drop ins • Mindfulness classes and stress and wellbeing workshops
Healthy Lifestyle and Active Travel Promotion	<ul style="list-style-type: none"> • Supporting Clean Air Week (June 2019), opportunities for active travel including cycling and walking were promoted and free cycle servicing was provided at TTH and Sale Waterside • Staff sports tournaments were held throughout August • Global Climate Day of Action (Sept 2019) was supported collaboratively to promote improved health and wellbeing and climate action through active travel, better air quality and energy efficiency. Activities included: <ul style="list-style-type: none"> - An engagement stand with a variety of information and advice - A presentation on steps you can take to reduce your carbon footprint. - Free cycle servicing for employees

6. COVID-19 Support

COVID-19 has brought significant challenges for the Council in protecting the health, safety and wellbeing of our workforce and the continuing delivery of front line services. The Health and Safety Unit are continuing to play a key and demanding role in supporting the Council and Services in managing the risks associated with COVID-19.

The major implications and delivery of work streams to support these issues were very much aligned with the issuing of government guidance and restrictions that were implemented towards the end of March 2020. As such the work to support COVID 19 will be thoroughly detailed in the next Corporate Health and Safety 6 month report for April-September 2020. However key work to summarise includes:

- Supporting staff to work from home wherever possible including the provision of additional guidance and advice to assist staff to work at home comfortably
- Participation and support to a PPE Working Group to ensure the procurement and distribution of PPE to our core and commissioned services where needed.
- The roll out of an online moving and handling support package and additional moving and handling training for colleagues and redeployed staff working within Ascot House and Supported Living
- The development of COVID- 19 risk assessment templates and guidance for our buildings, schools, services and persons and greater risk.

6.12 Key Health and Safety Data

Key data for reference is provided in tables included in the appendices.

7. Conclusion

The report has highlighted a wide and varied range of health, safety and wellbeing support that has been delivered across the organisation to our workforce and partners throughout 2019-20.

Notified incidents have fallen to the lowest level for the past 4 years and HSU continues to provide a robust level of support through the Schools SLA and directly to our Services. Work has continued to focus on the risks associated with violence and aggression. The EPIC You Health and Wellbeing Strategy has continued to support the mental and physical wellbeing of our workforce. This work will continue in 2020-21.

The COVID-19 Pandemic will continue to heavily impact upon and shape the work delivery over the coming year, however this reinforces the vital importance of having dedicated health, safety and wellbeing support available for our workforce.

Corporate Accident Statistics April 2019 - March 2020

Appendix 1: Numbers of accidents by Directorate and Service Area

Directorate	Service Area	No of incidents
Adults Services	Adults Neighbourhood Teams	21
	All Age Commissioning	2
Total		23
Childrens Services	Early Help and Family Support	2
	Social Care and Edge of Care	5
	Education Standards, Quality and Assurance	29
	Children in Care and Leavers	2
	Front Door and Social Care	2
Total		40
Finance and Systems	Transformation	1
Total		1
Governance and Community Strategy	Customer Services	3
Total		3
People	Cleaning Support Service	1
	Catering Operations	2
Total		3
Place	Planning and Development Services	1
	Regulatory Services	5
Total		6
Schools	Special Schools	52
	Community Schools	8
Total		60
Total Accidents		136

Appendix 2: Type of accident 2014- 2019

Accident Type	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Occurrences of Violence and Aggression						
Physical Assault	86	41	47	78	80	70
Threats or Intimidation	21	4	22	22	24	11
Total Occurrences of Violence and Aggression	107	45	69	100	104	81
Manual Handling						
Total Manual handling (lifting, moving, manoeuvring etc.)	16	15	12	4	14	2
Slips, Trips and Falls						
Slipped, tripped or fell on same level	33	30	19	23	17	13
Fall down steps/stairs	3	4	3	1	3	1
Fall from height	3	0	0	1	2	2
Total Slips, Trips and Falls	39	34	22	25	22	16
Incidents involving objects						
Hit by moving vehicle	1	0	1	1	2	0
Hit by a moving, flying or falling object	19	11	9	13	2	8
Striking against object/hit something fixed or stationary	10	4	4	5	5	2
Cut by a sharp object	9	4	0	5	4	3
Stepping / Kneeling on Object	3	1	0	0	0	0
Total Objects	42	20	14	24	13	13
Others						
Contact with a moving person	2	0	0	0	0	3
Other	3	1	6	2	6	4
Road Traffic Collision	9	1	6	10	2	13
Animal/Insect	4	2	3	0	2	1
Hot surface/substance	8	4	9	6	7	1
Trapped	0	1	0	1	1	1
Exposed to, or in Contact With, a Harmful Substance	1	0	1	0	3	0
Plant & machinery (including hand and power tools)	0	1	1	1	0	0
Sports Injury	0	0	0	2	0	1
Total Others	27	10	26	22	21	24
Overall Total	231	124	143	175	174	136

Appendix 3: Type of accident by Directorate April 2019 - March 2020

Type of accident	Directorates – See Key Below							Total
	A	B	C	D	E	F	G	
Assault threats or intimidation	1	6	0	1	0	3	0	11
Physically assaulted by a person	10	14	0	1	0	0	45	70
Injured whilst moving and handling	2	0	0	0	0	0	0	2
Slipped, tripped or fell on same level	3	2	1	1	2	1	3	13
Fall down steps/stairs	0	1	0	0	0	0	0	1
Fall from height	0	2	0	0	0	0	0	2
Hit by a moving, flying or falling object	1	1	0	0	0	0	6	8
Striking against object/hit something fixed or stationary	1	0	0	0	0	0	1	2
Cut by a sharp object	1	1	0	0	0	1	0	3
Road Traffic Collision	3	10	0	0	0	0	0	13
Contact with a moving person	0	0	0	0	0	0	3	3
Hot surface/substance	0	0	0	0	1	0	0	1
Trapped	1	0	0	0	0	0	0	1
Animal/Insect	0	0	0	0	0	1	0	1
Other	0	3	0	0	0	0	2	5
Totals	23	40	1	3	3	6	60	136

A - Adults

C - Finance and Systems

E - People

G - Schools

B - Childrens

D - Governance & Community Strategy

F - Place