

Report of: **Head of Health & Safety**

Committee: **Corporate (Whole Council) Health & Safety Committee**

Subject: **Health & Safety Team Annual Report
April 2014 to March 2015**

Date: **2nd June 2015**



**Brighton & Hove
City Council**

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Executive Summary

The objective of the Health and Safety Annual Report is to enable the council to demonstrate how it is continuously improving the management of health, safety and welfare. It provides an overview of what has been achieved in the last year and also sets out the priorities for 2015-16.

Achievements during the past year include:

- Continued delivery of the health and safety audit programme which highlights that the majority of Team Safety plans offer at least *reasonable assurance*
- Development of a risk based audit approach that includes a self-assessment process for managers to complete
- Effective collaboration and partnerships with internal teams and partner agencies. This has enabled pooling of resources, information and competence and has provided greater assurance on risk management issues
- There is a continued leadership commitment to health and safety
- Staff representatives continue to demonstrate a clear commitment through active engagement
- Recognition of the responsive and solutions focused support provided by the Health and Safety team

Areas to be addressed for the future include:

- Targeted work to address the significant increase in absence days resulting from incidents
- The management of change which presents future challenge to ensure roles, responsibilities and health and safety management arrangements remain robust
- Continuing to develop existing and potential partnerships and new ways of working

Brighton and Hove City Council remains committed to high standards of health and safety management within a proportionate risk management framework. This is achieved by having in place effective management arrangements and clear levels of accountability to ensure the health, safety and wellbeing of our staff, service users, contractors and others affected by our organisation's activities.

We can again report that no health and safety enforcement action has been taken against the council.

Feedback on our service

Denise D'Souza – Director of Adults Services

“The advice and technical expertise provided by the health and safety team provide a high level of assurance in helping to ensure risks are reduced as far as practicable. As the statutory duty holder (DASS), this is invaluable as the majority of care is delivered in the independent sector. The team have maintained good relations with providers whilst providing support and advice to ensure residents are kept safe.

The relationship with the Fire Service inspection team ensures that issues are dealt with on a partnership basis to enable continuous improvement.

I have confidence that issues are brought to my attention when escalation is required and appropriate”.

Angela Dymott – Assistant Director, Property and Design

“The council are responsible for a large property and land portfolio. It is important that risk management arrangements are robust to protect people from hazards associated with building or land assets. Property & Design have an effective and close working relationship with the Health & Safety team. Our collaboration involves working closely on design and risk management and provides a key assurance mechanism to protect the council from exposure to liability”.

Dexter Allen - Brighton & Hove Fire Safety Manager, East Sussex Fire and Rescue Service (ESFRS)

“East Sussex Fire and Rescue Service enforces fire safety legislation in the west of the County through the Brighton and Hove Fire Safety Team. Over the past couple of years we have collaborated with the B&HCC Health and Safety Team enabling us to engage through a monthly meeting where ESFRS gains assurance concerning fire safety compliance across the B&HCC property portfolio. At these meetings BHCC and Mears report levels of fire safety compliance. Reciprocally ESFRS offers guidance and challenge to B&HCC on progressing fire safety works in the City.

Although we respect our independence from BHCC and focus on our regulatory role we have managed to work with partners to develop a mutually beneficial relationship focussing on trust, openness and respect, driving down the risk of fire to the benefit of the local community. This type of meeting demonstrates the efficiencies that can be realised when managers and staff are empowered to develop creative solutions. As a result ESFRS can now take a balanced approach when assured through our responsive partnership on regulatory compliance from one of the largest property owners across the City”.

Hilary Ferries – Head of Standards, Education & Inclusion

“The Standards and Achievement Team provide support and challenge to schools. We really value the high quality reporting from and good links with the health and safety team. As well as the strategic element, they are also really responsive to requests - especially when schools are being inspected by Ofsted and issues around health and safety are identified”.

Rachel Chasseaud – Head of Tenancy Services, Housing

“I find the support and advice of the corporate Health and Safety Team invaluable. I am particularly grateful for the proactive way this team works, notifying us of any issues that they become aware of that we need to work on. This can be issues directly related to Health and Safety but also members of the team work very corporately and will flag up wider issues and facilitate inter departmental working if required to resolve a problem. Any contact always comes not only with advice but offers of assistance to remedy a situation.

I do believe that the systems in corporate Health and Safety are very good and help us to understand where we need to make changes to our systems to ensure safe working. I am also always impressed that this team are concerned for the safety and risks to staff welfare in addition to physical risks. Finally I am very impressed and very grateful that if I or my staff need help and advice members of the team respond very quickly and will come out to site very quickly to help us manage and resolve a situation”.

1. Introduction

The Government's 'Revitalising Health and Safety' strategy recommends that public bodies summarise their health and safety performance in an Annual Report.

This Annual Report highlights the council is committed to continuously improving its health and safety performance through the implementation of the council's Health and Safety policy and management standard.

The council is a unitary authority and as such is involved in a wide range of work activities, delivering some services directly and others in partnership or through commissioned providers. This creates a diverse risk profile that requires tailored approaches to ensure appropriate assurance is given on the Health and Safety management arrangements.

The council continues to respond to the economic challenges facing the public sector with a continuing need to identify savings opportunities and alternative service delivery models. In this context the H&S team has been restructured to deliver savings and there is a continued focus on gaining assurance in new and creative ways.

The Corporate Health and Safety team (H&S Team) is an integral part of the Human Resources and Organisational Development function within the Finance and Resources directorate. The service provides professional advice and guidance to support managers and staff to achieve organisational objectives and compliance.

This report details activity provided by the H&S Team during the period 1st April 2014 – 31st March 2015 and includes the Health and Safety Plan in Appendix 8, detailing priorities for 2015/16.

2. The Management of Health & Safety

Effective leadership of Health and Safety is key to shaping safety culture and ensuring legal compliance. During April – June a review of health and safety leadership arrangements was undertaken with the Executive Leadership team (ELT) and all members of the Corporate Management Team (CMT).

This entailed attending meetings with ELT, CMT and Departmental Management Teams and undertaking a review using the Leading health and safety at work framework issued by the Health and Safety Executive and Institute of Directors.

The reviews were facilitated by the Head of Health and Safety and challenged executive and corporate managers to collectively reflect on arrangements for health and safety governance and systems of internal control. This was linked to the principles of:

- strong and active leadership from the top
- worker involvement
- assessment and review

The findings of the review highlighted:

- the need to ensure there are clearly allocated roles and responsibilities
- the importance of clear direction setting, including the implementation of safety management arrangements
- ensuring appropriate levels of competence to fulfil the health and safety requirements of job roles
- maintaining arrangements for the review of safety performance

As a result of the review and facilitated discussions, the executive and corporate management teams were able to develop Health and Safety checklists to inform further actions based around the model of Plan, Do, Check and Act, as outlined in the HSE's [HSG65 Managing for health and Safety](#). This ensured that directorates and services were able to put in place arrangements tailored to their own circumstances and risk profile.

3. Safety Management Systems

3.1 Team Safety

We have a well-established Safety Management Framework 'Team Safety' that enables services to develop safety management arrangements proportionate to the risk profile of the service.

3.2 Accident Reporting System & Clients of Concern Register

This last year has been the first complete year of reporting through the online incident reporting system and has seen the H&S team working closely with ICT to help ensure that confidence in the system remains high. It has also seen the roll out of the online system into Pavilion Libraries and Museum services as well as refinements being made in the schools reporting system to; assist managers in making their local investigations, reduce duplication and reduce time spent on completing incident reports.

Work is ongoing with ICT, Legal and Business & Governance to develop the Clients of Concern Register and the quick-search portal, whilst still ensuring the council remains compliant with data protection legislation. This incorporates the review of the number of staff who have access permission to view the register and to enhance the user experience of the quick-search function within the Achieve system.

4. Access to Competent Advice

An in-house team of health and safety professionals and technical specialists provide advice and support through a Business Partnering approach. The team operate a duty officer scheme ensuring staff and managers have access to advice and guidance. H&S staff are members of the Major Incident Support Team, Safety Advisory Group and Risk Management Steering Group as well as being closely aligned to their business areas.

All members of the H&S team have Nebosh qualifications – an internationally recognised qualification for H&S professionals. Four members of the team have the P405 Management of Asbestos in Buildings qualification - the proficiency module that provides the practical knowledge and skills to manage asbestos in buildings.

We provide the Radiation Protection Officer role for schools. Team members are appropriately trained for this and provide access to CLEAPSS (a health and safety resource for Schools Science, Design and Technology guidance) to provide the relevant guidance and support.

All professional skills are maintained through ongoing development which is monitored by line managers through the supervisory process and through team planning and development days.

5. Accident / Incident Overview

A separate report focussing on the annual accident statistics has been completed. This provides detailed information on the annual results and trends.

Quarterly statistical information is provided to the Corporate Health and Safety Committee and Directorate Consultative Groups to ensure the identification of trends to assist with the implementation of appropriate remedial actions.

Throughout the council there has been an increase in the total number of incidents and lost time from incidents to staff. There has however been a significant decrease in the number of Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) reportable incidents.

The top 3 causes of accidents and incidents over the last 12 months are: (figures in brackets are last year's totals)

- Slips, trips and falls – **234** (176) incidents
- Violence and aggression – **221** (168) incidents
- Challenging behaviour – **127** (162) incidents

The H&S team work with colleagues across HR to address attendance management issues. One example of this is the improving attendance steering group within Adults Services. This group is a forum to; review return to work interviews and statistical information across the service to ensure cross functional working and a greater sharing of information within HR to ensure attendance is being effectively managed.

Incident reporting with our Chartered Institute of Public Finance and Accountancy (CIPFA) benchmarking partners for 2013/14 shows that BHCC has 6.4 RIDDOR reported incidents per 1000 FTE whilst the average rate of our benchmarking partners is 9.1. BHCC has a positive incident reporting culture which ensures incidents are reported and investigated to learn any lessons. Incident reporting mechanisms and outcomes directly impact on liability claims and the council's insurance premiums. The data for 2014/15 is currently being collated by CIPFA.

Threat Response

Incidents involving staff contact with a perpetrator on the Clients of Concern Register highlighted the need for an immediate information cascade process and a method of capturing frequent low level violence & aggression incidents. The H&S team collaborated with Legal Services and the Security team to produce an escalation flow chart and associated guidance for staff. This was approved by the corporate H&S committee. This will help teams plan for and deal with a range of violence & aggression incidents more effectively and provide better data on the frequency of such events.

Occupational Diseases

Changes in the reporting of incidents, diseases and dangerous occurrences regulations (RIDDOR) require notification to the Health and Safety Executive (HSE) of specific occupational diseases; which were not previously monitored by the council. As not all of these specified diseases would be associated with a single H&S incident, information needs to be sourced from a variety of services including HR, Occupational Health (OH) and line managers. The H&S team collaborated with OH to develop a notification process and to outline the line management requirements on the Wave.

A summary of incidents is included at appendix 2

6. Training and Development – Competent Workforce

Health and safety training is provided for staff and external customers through a range of delivery methods. The core programme is advertised through the H&S training guide which is supplemented by bespoke interventions as required. Health and Safety responsibilities modules are also an important element of staff and manager induction sessions. The team also offer bespoke courses for Headteachers and school Governors in relation to health and safety management responsibilities.

All training courses have defined learning outcomes and are delivered through a mix of externally commissioned trainers and by the in-house H&S team.

A total of 114 training courses were delivered to 1009 staff during the year. Of those who attended our training and gave feedback:

- 94% said they had increased their knowledge on the subject;
- 89% said it was either extremely or very relevant to their role.

In response to the fact that the number of 'violence and aggression' incidents has risen and remain in the top 3 causes the H&S team organised a personal safety awareness event. Over 100 delegates attended: council employees were joined by external staff from Health Services, East Sussex Fire & Rescue Service (ESFRS) and Sussex Police. A number of representatives from external and internal services attended to provide information and guidance.

The aim of the day was: to raise awareness of personal safety issues and to encourage teams to review and improve their local personal safety arrangements, to discuss local arrangements and share best practice. Feedback was very positive and a number of teams have informed us that as a result of attending the event, they have been able to make improvements to their current arrangements.

The H&S team have continued to work with teams to help them to improve their personal safety arrangements and to confirm if their approach meets with council expectations. Personal safety training sessions have also been updated, with a half-day non-lone worker training session developed and added to the programme. Personal safety training was also delivered to the ESFRS inspecting officers as part of their induction process.

A summary of the work undertaken is included at appendix 3

7. Policy & Project Work

7.1 Health & Safety Policy

The annual review of the council's health and safety policy by the Chief Executive and Executive Leadership team was undertaken and the policy was signed by the Chief Executive and endorsed by the leader of the council and the elected member lead for Health and Safety on 25th March 2014. The policy is again due for review, work is underway to complete this taking account of the newly assigned responsibilities of elected members in the new administration.

The policy comprises a single page 'Statement of Intent' identifying the council's commitment and aims and is supported by a management standard that sets out how the council organises for health and safety, detailing roles, responsibilities and arrangements for delivering the policy and reflects the council's values.

7.2 Health & Safety Standards

Health and safety standards are reviewed as required to ensure they meet current best practice and any legislative changes. Newly implemented legislation is monitored and reviewed through the legal register to determine any relevance to council operations and services and where required health and safety standards are developed to meet them.

All health and safety policies, standards and associated guidance documents are ratified following consultation through the corporate Health and Safety committee and are published on the council's intranet.

7.3 DSE Project – Eye Test Provision

A project was undertaken to assess and review the council's provision of eye sight tests for display screen equipment (DSE) users in accordance with the DSE Regulations 1992. Research into staff take up of tests, availability of testing and benchmarking with other local authorities showed that the council could not be fully confident on compliance and that systems in place were not providing value for money. Various options were assessed and a corporate voucher scheme was agreed. The benefits of the scheme are:

- the scheme provides vouchers that include the cost of an eye test and glasses at an equivalent cost of the test that the council had been paying previously
- there are no subscription / other costs – the council only pays for used vouchers
- vouchers are accessed online there is no administration needed by teams
- the process to have eye tests is simpler and there are 'friends and family' benefits which encourages staff take up
- the scheme includes management reports on uptake, enabling the H&S team to monitor use of the scheme

7.4 Workstyles Phase 3

The team continue to support the Workstyles programme attending the programme board and project group meetings. Advice and guidance is provided during the design stage followed by ongoing monitoring of works during refurbishment and construction phases.

As well as supporting other services and teams through the Workstyles changes and building relocations, the H&S team has been preparing to move itself and are scheduled to move to Bartholomew House in January 2015. The team has continued with its preparedness for the workstyle change and has been working flexibly through Citrix where possible.

A summary of the work undertaken is included at appendix 4

8. Audit, Assurance & Compliance

8.1 Audit

Corporate H&S Committee agreed a 2 year audit plan to commence from April 2014. It was decided to undertake full team safety audits on teams not visited during 2013/14, and this was estimated to include 18 teams. These were seen as a priority along with reviewing 21 teams with a limited assurance classification following their audit in 2012-14.

The H&S team completed 18 Team Safety audits during 2014-15. Council services redesigns and restructures created the need for 5 additional teams to be audited that were not in the original 2014-15 audit scope. These were completed by the H&S team but the resulting impact was to postpone 5 originally planned audits to April 2015, and these have now been undertaken.

13 (62%) of the 21 limited assurance reviews were completed by the end of 2014/15 and 18 (86%) were carried out by the end of April 2015. Findings were largely positive with managers addressing the findings and recommendations of the initial audit report and providing the H&S team with at least reasonable assurance of their H&S management processes. Those still demonstrating limited assurance are being given further support by their respective H&S Business Partners. Limited audit reports are shared with the relevant Director, corporate audit and other support services such as schools improvement team and HR.

As part of the agreed audit approach a manager self-checklist has been developed and is being issued to services in a targeted, risk based approach starting with those who have not been audited within the last 6 months. These audits are to be returned to the H&S team for review. The aim of this

approach is to reduce the audit burden on managers whilst keeping their focus on Team Safety requirements. Following the returns, the H&S team will visit at least 10% of the managers to confirm their documented responses and to identify evidence that supports their statements.

The final element of the 2 year audit plan is to carry out themed audits, focussing on key hazards within each directorate. The details of this are described in the 2015/16 Business Plan and include Slips/Trips/Falls, DSE, Personal Safety, Challenging Behaviour and Work Experience activities. The H&S team have started to trial themed audit checklists to use for the audits.

A summary of the work undertaken is included at appendix 5

8.2 Asbestos Management

Asbestos is responsible for more occupational related deaths in the UK than any other workplace hazard. The council has a statutory duty to manage asbestos in accordance with the Control of Asbestos Regulations 2012. These regulations require dutyholders to identify the location and condition of asbestos in their premises and manage the risk to prevent harm to anyone who works on the building or to building occupants.

There has been continued partnership working with Property and Design and Education Property Management. This has helped us ensure that safe systems of work are adopted and also develop more efficient ways of working whilst maintaining high safety standards, improving value for money. All council buildings have Asbestos surveys which include management action plans.

The H&S team continues to provide assurance that these requirements are being met. Four members of the H&S team have attained the P405 Management of Asbestos in Buildings qualification - the internationally recognised proficiency module that provides the practical knowledge and skills to manage asbestos in buildings.

Throughout the last year the Department for Education (DfE) has continued to review its policy on asbestos management in schools and has invited views from a variety of stakeholders to assist with this process. The H&S team are members of the DfE Asbestos Steering Group and have had regular input into this process. This has helped to highlight the favourable position that BHCC are in with regards to our asbestos management in schools when compared to other local authorities. It has helped us to have a say in the development of new [‘the management of asbestos in schools’](#) policy as well as keeping us up to date with all proposed changes in recommendations

We are currently reviewing the support provided to schools to incorporate the findings of the DfE policy and are anticipating placing an increased emphasis on asbestos awareness information and training by offering schools an awareness training package to supplement the information and support currently available to them. E-learning courses are available for all council staff on Asbestos Awareness, Materials Management Plans and Asbestos Remedial Works Management.

Colleagues from Property and Design are currently working on the introduction of new property asset software. This system (Atrium) will also be used to hold the corporate Asbestos Register and individual property reports. We are currently working with Property and Design to ensure continued compliance with The Control of Asbestos Regulations 2012 following the transition from Safety on Line and the format of the final property reports. We are considering delivering a combined asbestos awareness training and Atrium user training for the new property management system which we anticipate will be introduced towards the end of 2015. The H&S Team provide advice to the Education Property & Design Team in relation to resource and budget allocation for asbestos management/ remedial work in school premises.

A summary of the work undertaken is included at appendix 6

8.3 Fire Risk Management

The H&S team has continued to maintain assurance that the approach to the management of fire safety is consistent and standards are being met as a requirement under the Regulatory Reform (Fire Safety) Order 2005 (RRO). The existing partnership with East Sussex Fire and Rescue Service (ESFRS) continues to develop with regular meetings between the ESFRS Fire Safety manager and H&S Team staff taking place.

The Fire Risk Assessors' forum, hosted by ESFRS, continues to be attended by relevant staff across the organisation. Partnership working with ESFRS and Building Control, Property and Design, Housing and Adult Social Care, continue to flourish. The outcomes of this approach provide the organisation with assurance that Fire Safety risks, both in design and management, are reduced as far as reasonably practicable and in line with current Government guidance. Additionally the team carry out Fire Safety audits under the RRO at the American Express Community Stadium. This function fulfils the Local Authority responsibility for enforcing the Legislation in sports stadiums and is carried out by the team on behalf of the Head of Building Control.

The team have carried out stage 1 fire risk assessments and fire risk assessment reviews across the building portfolio targeting higher risk premises, such as sleeping accommodation, schools and main civic offices. All council buildings have Fire Risk Assessments and management action plans. It is the responsibility of building/service managers to ensure the action plans are progressed.

In partnership with ESFRS and Housing Management, fire exercises in tower blocks continue to take place. This helps ESFRS to consolidate and revise their operational plans for dealing with fires in high rise buildings. This also benefits residents and council staff by identifying any possible improvements to local contingency plans. As part of the partnership working it was identified that some newly fitted dry riser equipment in some of our blocks was not functioning correctly. This would have placed both occupants and Firefighters at risk in the event of a fire. The H&S Team ensured that the problem was identified with the installers and manufacturers, leading to a successful refit programme.

The team provide design advice on an extensive range of projects including: Workstyles, Hove Town Hall redevelopment, Portslade Town Hall, the proposed permanent Travellers' site, Saltdean and St Andrews Primary Schools and Rottingdean Museum and Library.

We have continued to provide Fire Risk Assessor training accredited to British Safety Council (Level 2). Bespoke, site specific Fire Warden/Awareness training has also been taking place. The benefits of this approach are a more focussed and relevant training input for those responsible for carrying out the function of Fire warden.

Staff that received bespoke Fire Risk Assessor training in 2014/15 have been carrying out Fire Risk Assessments in Adult Services, civic buildings and the Housing stock. This has had the effect that competent advice capability is spread across the organisation. The team has also provided bespoke training in the use of Evac Chairs in several locations. This provides part of the solution of evacuating people with mobility issues from our buildings.

In December 2014 a new community partnership initiative was launched by the H&S Team and ESFRS. This is aimed at reaching vulnerable members of the community by more collaborative working between all agencies across the organisations. The aim of the initiative is to prevent people from coming to harm in their domestic environment.

A new team of inspecting officers has been appointed in the city. The H&S team have been involved in the induction of these personnel as part of the partnership with ESFRS. It is planned to carry out mutual work shadowing to further familiarise both partners

A summary of the work undertaken is included at appendix 6

8.4 Contractor Management

The council relies to a significant degree on contractors, working on our behalf, to manage building works and provide a range of services across all departments. The management of contractors represents a significant challenge for the council and the monitoring of their H&S arrangements remains a high priority for the H&S team.

The council has a responsibility to ensure that contractors provide assurance that they are carrying out their roles safely in our buildings and on our sites without endangering their own health and safety or that of our staff, service users, tenants or members of the public.

The team has undertaken a range of assurance activities including inspections, audits, incident investigations, involvement in procurement of contracts and training for contracting officers. We undertake care home monitoring in independent care homes and care support services commissioned by Adult Services. This monitoring helps provide assurance to the Contracts Unit about key H&S aspects as part of their care quality monitoring procedure. The activity also contributes to improving the H&S performance of care facilities in the city to the benefit of residents and staff.

As part of the Workstyles Phase 3 programme, pre and post work inspections have taken place at Bartholomew House, Kings House, Portslade Town Hall and Hove Town Hall.

Site visits and attendance at design and pre-start meetings for building works, at St. Andrew's CE Primary School, Saltdean Primary School, The Grange in Rottingdean, Madeira Terrace and Hollingdean Depot, have also strengthened confidence in partnership working with the appointed contractor for those projects.

The team provided advice and guidance on Invitation to Tender (ITT) and pre-Qualification Questionnaire (PQQ) documentation, attended contract pre-start meetings to ensure standard setting in relation to health and safety, provide advice on compliance with legislation for works (fire and construction legislation) and provide advice and support to project teams throughout contract duration.

Continuing support of the Improvement and Efficiency South East (IESE) process by the H&S team helped the successful appointment of locally based contractors and the delivery of building works within the Education Capital Strategy department. The value of these works was in excess of £2m.

The H&S Team offer 'Management of Contracted Works and Services' training for all staff that procure, manage and monitor any works or services within the council. This helps to raise awareness of legislative requirements, introduces attendees to the council management standard and helps staff to apply relevant monitoring practices when dealing with contractors. Feedback from this training has been positive and has resulted in the development of monitoring checklists which will be introduced into the contractor's management standard.

A summary of the work undertaken is included at appendix 7

9. Consultation and Committee Structure

The well-established corporate Health and Safety committee has continued throughout 2014 – 2015. This is chaired by the Chief Executive and is well attended by both senior management and appointed staff representatives.

The committee meets quarterly and is a forum for identifying and discussing health and safety performance and actions to address trends and emerging issues. Departmental consultative groups are also held quarterly and are able to escalate service specific H&S issues for consideration at the H&S committee.

The Head of health and safety meets regularly with the Chief Executive and the appointed health and safety trade union representatives to maintain effective consultation on health and safety issues. The H&S team continues to work with staff representatives and many teams across the council in a commitment to joint working and achieving high standards of health and safety and a positive culture.

10. Communications

A dedicated health and safety page on the council's intranet is maintained to provide information including: policies, procedures, templates, minutes from health and safety committees, Team Safety information and training. There is also a schools specific section that highlights unique schools policies, procedures and templates.

The team produces two health and safety newsletters on a monthly basis; one for the whole council and the other specific to schools. The newsletters include information on important topics that require attention by teams and services. The newsletter also details case studies of incidents investigated by the H&S Team or the Health & Safety Executive (HSE). In addition health and safety matters have been included on Executive Leadership Team (ELT) briefings. This can assist teams in identifying and managing health and safety issues in their own areas.

To further develop communications that arise from the H&S committee a representative from the communications team will attend all future H&S committees.

11. Partnership Working / Service Level Agreements

11.1 Partnership Working

The team continue to work in partnership with a range of services and teams, both within the council and externally. This is an important area given the budgetary constraints across the public sector. In addition to the partnerships already referred to in this report:

Housing (fire, health & safety) Board

We are working with Housing colleagues and their maintenance partners Mears Group on the management of asbestos in the Housing portfolio. They too are in the process of adopting new asset management software. This work requires the centralisation of information currently held in different systems by different bodies. We are currently offering support and advice on the required asbestos management structure and would anticipate continuing this support through the Fire and Health and Safety Board for the foreseeable future.

Property and Design

The council owns a large property and land portfolio, this requires effective management controls to ensure the council's statutory duties are met. The H&S team work in close partnership with Property and Design to provide advice to duty holders as well as assurance to the corporate H&S committee that arrangements are suitably robust. As part of these assurance arrangements the annual Legionella assurance report was presented to the committee in December 2014. The report concluded that all sites are compliant with (the approved code of practice L8) 'The Control of Legionella in Water Systems'.

School Support Services

Team members with responsibility for supporting schools work closely with internal partners to ensure a joined-up and cohesive approach to specific health and safety issues. Partners include the Special Educational Needs (SEN) team; Behaviour & Attendance Partnership; Outdoor Education Advisor and the Standards & Achievement Team.

Sussex Community NHS Trust

The H&S team attends the Sussex community NHS trust quarterly H&S group meeting which includes reports on incidents, policy review, fire, occupational health and security. This gives assurance

regarding the BHCC staff transferred to the NHS and also helps to ensure best practise and sharing of knowledge across both organisations. A particular issue that has been dealt with is that of Slips, Trips & Falls which has become the highest category for incidents in both organisations. We have agreed to share policies and conduct joint reviews along with incident statistical data comparison. This has led to the development of a themed Slip/Trip/Fall audit.

The H&S team also have membership on the following:

Risk Management Steering Group: working together with leads from Emergencies and Resilience, Public Health, Insurance, Audit, Communities and Equalities and the Risk Manager. This group ensures co-ordination of risk management issues, resources and strategies.

Safety Advisory Group (SAG): involvement in this group includes deputy chairing responsibilities and working with partners such as emergency services, transport operators and other council teams to advice on the potential impacts and co-ordination of resources as the calendar of events in the city unfolds. Events that have required a significant resource have included Pride and the Speed Trials.

Major Incident Support Team (MIST): the H&S team continue to support and give advice on contingency plans and incident management during incidents that may affect the safety of residents, visitors and our staff. A sample of the incidents we were involved in includes:

- advising on the health and safety implications during Fire Service industrial action
- supporting the planning and provision of assistance on the day for the Sussex wide major incident exercise – Exercise Citizen
- Ebola response planning

11.2 Service Level Agreements

Service Level Agreements are in place to deliver enhanced health and safety support in:

- **Housing** - supporting with assurance arrangements on health and safety issues with a particular focus on asset risk management.
- **Schools** – providing specialist school specific advice (including radiation protection and physical education); undertaking fire risk assessments and asbestos management reviews; and offering training via the School Workforce Development Programme
- **Adults Services** – H&S monitoring of independent care homes on behalf of the Contracts Unit. Fire risk assessments for Adults Provider.

12. Conclusion

The council continues to go through a period of significant change, in particular with the need to redesign service delivery models in response to the current financial challenges.

A positive culture is intrinsically linked to effective safety performance and will be a continued area of focus for the Health and safety team.

A continuing positive health and safety culture is in evidence through;

- effective collaborative working as demonstrated throughout the last year by the H&S team
- a continued commitment to health and safety being demonstrated by the leadership of the council
- continued active engagement in health and safety with staff representative groups through consultation and the committee structure

The committee are asked to note the content of this report and the Health and Safety Plan for 2015/16 which is included at appendix 8.

Appendix 1 – Enforcement / Regulatory Services Activity

East Sussex Fire and Rescue	
Number of Enforcement Notices Served	0
Number of Prohibition Notices Served	0
Prosecutions	0
Health & Safety Executive	
Number of Improvement Notices Served	0
Number of Prohibition Notices Served	0
Prosecutions	0

Appendix 2 – Accident / Incident Summary Data

Description	Number (figure in brackets is last year's total)	Trend from previous year
Total Incidents	951 (813)	↑
Total Incidents to Staff	513 (515)	↓
Total Incidents to Non Staff	438 (298)	↑
RIDDOR	38 (48)	↓
Near Misses	589 (347)	↑
Total Days Lost	2259 (1039)	↑

Appendix 3 – Health & Safety Training Data

Health & Safety Training Data for the whole Year (April 2014 – March 2015)

A total of **114** training courses were delivered to **1009** staff during the year 2014-15. These include core training as per the Corporate Training Guide and bespoke training devised for particular teams to meet specific health and safety needs. In addition **760** staff completed eLearning modules. The number of staff who attended the various training courses is listed below.

Course name	Provider	Number of Events	% Attendance	Number Attended
Core H&S Programme				
DSE Risk Assessor	H&S Team	6	90%	46
Management of Contractors (Works)	H&S Team	3	93%	22
Management of Contractors (Services)	H&S Team	3	87%	17
Personal Safety for Lone Workers	H&S Team	7	84%	67
Personal Safety for Non Lone Workers	H&S Team	7	91%	58
BSC Level 2 Certificate in Risk Assessment	External	6	97%	72
BSC Level 2 Certificate in Fire Risk Assessment	External	6	93%	46
Risk Assessor Refresher	External	3	69%	20
COSHH Risk Assessors	External	3	78%	25
Emergency First Aid at Work	External	8	94%	75
First Aid at Work (3 days)	External	9	92%	86
First Aid at Work Recertification (2 days)	External	4	93%	35
First Aid Annual Refresher (half day)	External	4	90%	37
Low Risk Work at Height	External	1	100%	7
Safer Lifting of loads	External	11	75%	89
Managing Health & Safety	External	3	67%	21
Managing Health & Safety of Buildings	External	3	87%	19
IOSH Managing Safely	External	3	100%	24
Legionella Awareness	External	3	100%	16
Bespoke Team Training				
Evac Chair	H&S Team	7	100%	27
Fire Warden	H&S Team	2	100%	25
Risk Assessment	H&S Team	6	98%	77
Health & Safety Awareness	H&S Team	4	100%	73
Total number Core & Bespoke		114	90%	1009
H&S eLearning Modules				Number of courses completed
Asbestos Awareness	Internal	-		17
Asbestos Management Plan	Internal	-		9
Display Screen Equipment	Internal	-		437
Fire Safety Awareness	Internal	-		72
Stress Management	Internal	-		53
Health & Safety Awareness	Internal	-		172
Total number H&S eLearning modules completed		-		760

Appendix 4 – Policies and Standards

Policy/Standard	New or Review?	Status
Asbestos Management Standard	Review	Draft
Bomb Warning or Suspect Package Procedure	Review	Ratified
Clients of Concern Protocol	Review	Draft
COSHH Standard	Review	Draft
Design, Technology & Science in Schools Equipment Checklists	Review	Ratified
DSE Standard	Review	Ratified
Fire Safety Standard	Review	Draft
First Aid Standard	Review	Draft
Gas Safety Standard	Review	Ratified
Legionella Standard	Review	Draft
Management of Contracted Works Standard	Review	Draft
People & Performance Management Framework	New	Draft (joint policy with Workforce Development)
Personal Safety Standard	Review	Draft
Premises Management Standard	New	Consultation
Section 75 Documents	Review	Ratified – however now being consulted on again as Section 75 is coming to an end
Schools Self-Monitoring Checklists	Review	Ratified
Stress Standard	Review	Draft

Appendix 5 – Health & Safety Audit

Overview:

Audits & Reviews
Team Safety Audits 2014-2015 - 37
Team Safety Audits Full Audit - 18
Team Safety Limited Assurance Reviews - 18
Work-style (hot desk) audit - 1

Team Safety Audits:

Assurance Levels	No	Limited	Reasonable	Substantial	Full
Adult Services	-	1	-	-	-
Assistant Chief Executive	-	-	3	-	-
Children's Services	-	-	1	-	-
City Infrastructure – City Clean	-	2	1	-	-
City Infrastructure – City Parks	-	3	-	-	-
Finance & Resources	-	-	2	-	-
Environment, Development & Housing	-	1	2	-	-
Legal & Democratic Services	-	-	1	-	-
Schools	-	-	1	-	-
Total	0	7	11	0	0

Appendix 6 – Asbestos & Fire

Fire

Work	No.
Total Fire Risk Assessments (stage 1 & reviews)	21
Review of FRA Management Action Plans	100
Coaching newly trained Fire Risk Assessors	Ongoing
Partnership meetings with the East Sussex Fire and Rescue Service	13
Strategic Fire Safety Reporting <ul style="list-style-type: none"> • Head of Adults • Housing Committee • Housing Fire / Health and Safety Board 	18
Fire Safety Audits (BHCC enforcement responsibility in Sports Grounds) <ul style="list-style-type: none"> • AMEX Stadium – in partnership with Building Control) 	3
Fire Safety Support & Deputy Chair <ul style="list-style-type: none"> • Safety Advisory Group • Major Incident Support Team 	8
Fire Incident Investigations	3
Fire visits (other than FRAs)	29
Fire training	14 sessions
Fire design meetings	36

Asbestos

Asbestos site monitoring 2014 – 15
<p>Inspections and Risk Assessment Reviews undertaken</p> <p>66 sites inspected & 1477 risks reviewed</p>
<p>Training developments</p> <p>P405 Management of Asbestos in Buildings qualification delivered to 12 staff across the council</p>
<p>Strategic Partnerships</p> <p>Continued membership of the Department for Education Asbestos in schools national steering group</p>
<p>Risk Management Partnerships</p> <p>Contract monitoring of asbestos management and remedial works in collaboration with Property and Design & Housing</p>

Appendix 7 – Contractor Management

Work	No.
Independent Care Home Audits / Inspections	18
Contractor Inspections	13

Works	Services
<ul style="list-style-type: none"> • Portslade Town Hall • Bartholomew House • Hove Town Hall • St. Andrew's Primary School • Saltdean Primary School • The Grange • New England House • Madeira Terrace • Montague House • Churchill House • Horsdean Travellers Site • Hangleton Bottom • Brighton Centre 	<ul style="list-style-type: none"> • Autism Sussex • Brighton Vision • Brittany Lodge • Care Co-Ops • Dane House • Dean Wood • Hazelgrove • Marina (Francis Taylor Foundation) • Outlook House • Partridge House • Pilgrim House • Sanctuary (Supported Living) • Scope • St Marys Care Home • Valance Care Home • Waymarks (Supported Living) • Westwood Care Home • Wilbury Care Home

Appendix 8 – Health & Safety Plan 2015 - 2016

H&S Service Plan 2015 / 2016	Aim / Priority	Desired Outcomes	Action Required	Timescale
POLICY	Maintain a programme of Health & Safety policy review and ratification through the corporate health & safety committee.	Legislative compliance and employee engagement through the consultation process	<p>Review the Health and Safety policy and communicate the revised policy across the organisation</p> <p>Meet with the Chief Executive, the Leader of the Council and Elected Member Lead for Health and Safety to involve them in the review</p> <p>Maintain a programme of Health & Safety policy and standards review, including the schools' model policy statement.</p> <p>Monitor changes in Health & Safety Legislation and update the legal register as necessary.</p> <p>Undertake equality impact assessments for health & safety policies in accordance with the EIA timetable:</p> <ul style="list-style-type: none"> • Fire Safety • Display Screen Equipment • New & Expectant Mothers <p>Maintain consultation arrangements with employee representatives groups i.e. trade unions, staff forums</p>	<p>June 15</p> <p>Ongoing with quarterly review</p> <p>December 2015</p> <p>Ongoing</p>
ORGANISATION	Ensure H&S structure, policy and arrangements are aligned to meet the changing needs of the organisation.	Deliver a responsive Health & Safety service	<p>Monitor organisational change and realign health and safety team responsibilities to provide dedicated points of contact</p> <p>Conduct a post implementation assessment of the health and safety restructure effective from 1st April 15 to ensure the operating model remains fit for purpose</p> <p>Maintain access to competent health and safety advice through a duty officer service.</p>	<p>Ongoing</p> <p>July 2015</p> <p>Ongoing</p>

H&S Service Plan 2015 / 2016	Aim / Priority	Desired Outcomes	Action Required	Timescale
			<p>Link into the HROD customer satisfaction activity to obtain and respond to customer feedback on health and safety service provision.</p> <p>Head of H&S to continue to have regular 121's with the Chief Executive, Directors and Head of Property and Design to ensure that roles, responsibilities and arrangements remain effective.</p> <p>Ensure all members of the H&S team maintain professional skills to enable flexible deployment and greater resilience.</p> <p>Plan and deliver a team development session within the team Performance and Development day</p> <p>Take part in the Support Services review and collate health and safety service provision information</p> <p>Manage the Health & Safety team move to Bartholomews House and transition to 'Workstyles / Flexible working.</p> <p>Undertake Business Process Reviews of team activities to respond to customer expectations, flexible working and team restructures.</p>	<p>September 15</p> <p>Ongoing</p> <p>Reviewed in 121's</p> <p>Sept 15 & March 16</p> <p>From May 15 onwards</p> <p>January 16</p> <p>Sept – December 15</p>
MANAGEMENT ARRANGEMENTS	Gain assurance that effective safety management arrangements are in place to manage organisational health & safety risks.	<p>To ensure that safety management systems are implemented throughout the Council and provide assurance that all parts of the organisation are meeting their legal obligations in accordance with corporate policies and standards</p> <p>Provide the council with a means of demonstrating a strategic process for health and safety management</p>	<p>Ensure all services are effectively managing health and safety and have evidence to demonstrate that arrangements are appropriate to service risk by:</p> <ol style="list-style-type: none"> 1. Undertaking audits in accordance with audit programme 2. Providing management information on audit findings to service managers 3. Delivering audit performance information to Corporate Health and Safety 	According to programme

H&S Service Plan 2015 / 2016	Aim / Priority	Desired Outcomes	Action Required	Timescale
		<p>Provide managers a framework for identifying, measuring and recording health and safety performance</p> <p>Ensure that the organisation complies with the Regulatory Reform (Fire Safety) Order 2005 by providing competent advice and Fire Risk Assessments where appropriate.</p> <p>The FRAs in lower risk services and buildings will be carried out by suitably qualified staff that have received appropriate training.</p> <p>Provide assurance that the council is complying with the Control of Asbestos Regulations 2012</p>	<p>committee</p> <p>4. Escalating matters which expose the council to unacceptable risk</p> <p>Review all accidents and incidents to:</p> <ol style="list-style-type: none"> 1. Ensure an appropriate management investigation has been carried out 2. Identify and report to the HSE in accordance with RIDDOR 3. Assess level of health and safety follow-up investigation required and investigate accordingly. 4. Provide feedback to the corporate H&S committee, DMTs and DCGs. 5. Identify aspects requiring additional H&S improvement. <p>Ensure contract management and monitoring arrangements are in place to:</p> <ol style="list-style-type: none"> 1. Identify key corporate contracts prioritised by risk 2. Obtain assurance of contract monitoring procedures 3. Prepare a schedule of contract monitoring inspections to be undertaken by Health & Safety team. <p>Support the Council's Emergency Planning and Resilience team in its preparedness by:</p> <ol style="list-style-type: none"> 1. Attend and deputy chair Safety Advisory Group Meetings 2. Attend and support Major Incident Support Team 3. Attend Risk Management Steering Group <p>Deliver ongoing contractual commitments to Health & Safety Service Level Agreements for:</p> <ul style="list-style-type: none"> ▪ Schools 	<p>Ongoing</p> <p>May 2015</p> <p>June 2015</p> <p>June 2015</p> <p>Ongoing</p>

H&S Service Plan 2015 / 2016	Aim / Priority	Desired Outcomes	Action Required	Timescale
			<ul style="list-style-type: none"> ▪ Adults Services ▪ Housing <p>Carry out Fire Risk Assessments (FRA) in high risk services and buildings. These will include Hostels, Residential Care facilities and Schools.</p> <p>Competent advice and monitoring will be given to building managers to ensure management action plans are addressed and updated.</p> <p>Advice and quality sampling of Fire Safety processes in Housing is provided by the H&S Team under a Service Level Agreement.</p> <p>Monitor that the Asbestos Containing Materials (ACMs) in all council buildings are being managed in accordance with the Asbestos Management Plans</p> <p>Provide competent advice and undertake quality sampling to ensure asbestos management plans are actioned and updated as necessary</p> <p>Undertake a review of corporate asbestos awareness training with particular consideration for schools</p> <p>Review the corporate Asbestos Management Standard and related documents.</p> <p>Provide technical/ specialist asbestos advice to Property & Design including during design work</p> <p>Support Housing colleagues through the Housing Fire Health & Safety Board in their adoption of new asset management software and provide advice on the required asbestos management structure in Housing.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>November 2015</p> <p>September 2015</p> <p>Ongoing</p>

H&S Service Plan 2015 / 2016	Aim / Priority	Desired Outcomes	Action Required	Timescale
			Provide advice to the Education Property & Design Team in relation to resource allocation for asbestos management/ remedial work in school premises.	Ongoing
INFORMATION SYSTEMS	Review health and safety information systems to ensure relevant and effective integration with other sources.	<p>To ensure legal compliance (RIDDOR)</p> <p>To implement clear reporting mechanisms</p> <p>To ensure a joined up 'systems' approach which is intuitive for the user</p>	<p>Work with ICT to change the on-line (Achieve) incident report form to include school specific questions and to improve the form user experience for all staff.</p> <p>Monitor the use and reliability of the Clients of Concern register and work with users/gatekeepers/ICT to address issues.</p> <p>Continue to help develop an annual review process for the Clients of Concern register so that details are current.</p> <p>Work with ICT to continually improve the information and statistics available through the Business Objects reporting system.</p> <p>Provide details on H&S related staff absence dates to HROD to help them manage the absence and ensure that PIER details are correct.</p> <p>The WAVE and Wave4Schools – maintain the H&S element of the WAVE ensuring regular review of content and accessibility of information</p> <p>Asset Management System – work in partnership with property & design to implement Atrium (the new asset management system)</p> <p>Continue to distribute monthly newsletters – promoting use of information systems and training programme</p> <p>Monitor and review the content of the Health and Safety pages within the services to schools</p>	<p>Oct 2015</p> <p>Ongoing</p> <p>Oct 2015</p> <p>Ongoing</p> <p>Quarterly</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing and Programmed six monthly reviews</p>

H&S Service Plan 2015 / 2016	Aim / Priority	Desired Outcomes	Action Required	Timescale
			BEEM system.	
AUDIT	Provide an audit programme that is responsive to the changing needs of the Council that provides assurance on the effectiveness of health and safety management arrangements	<p>Provide assurance to the council on health & safety legal compliance</p> <p>Meet statutory requirement for monitoring</p>	<p>Continue to deliver the 2014-16 audit programme which is proportionate to the hazard and risk profile of the organisation.</p> <p>Continue to monitor council restructures to identify teams that have not had a Team Safety audit and complete all Limited Assurance audit reviews.</p> <p>In order to reduce the inspection burden teams will complete a self-audit process. The checklist developed for managers will be rolled out to all those with a Team Safety plan. The H&S team will review the documents and visit 10% of teams to confirm evidence that supports the managers' findings. This will necessitate 19 audits being completed.</p> <p>Key hazards have been identified to be assessed as part of themed audits. These include DSE, Personal Safety, Slips/Trips/Falls, Work Experience and Swimming Pool management and will result in 76 different audits in 2015-16.</p> <p>The team aim to complete a minimum of 14 inspections/audits of contracted services/works as part of the council's contractor monitoring process and specific team SLAs.</p>	<p>Apr 16</p> <p>Apr 16</p> <p>Apr 16</p>
TRAINING	Ensure that all people involved in delivery of the council services have the appropriate levels of competence to address their health and safety responsibilities.	All workers and others involved in the delivery of Council services are competent to undertake their health and safety responsibilities.	<p>In partnership with the Risk Management Steering Group develop and deliver understanding risks and opportunities training for new and returning elected members</p> <p>Review the equality impact assessment on the Health & Safety training programme to ensure training is accessible.</p>	<p>24 June 15 & 2 July 15</p> <p>December 15</p>

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H&S Service Plan 2015 / 2016	Aim / Priority	Desired Outcomes	Action Required	Timescale
			<p>Evaluate the effectiveness of the Health and Safety training programme through assessing feedback and identifying how well skills have been applied in the workplace.</p> <p>Monitor and report on training attendance to identify reasons for non-attendance and ensure a cost effective training service is provided.</p> <p>Prepare for transfer of training courses from existing training databases to LMS</p> <p>Undertake through sampling quality assurance assessments of internal and external training providers</p>	<p>Ongoing / Quarterly</p> <p>Ongoing</p> <p>Sep 2015</p> <p>monthly</p>
<p>CHANGE MANAGEMENT</p> <p>203</p>	<p>Provide H&S resource to support change management activity.</p>	<p>Ensure health & safety issues are considered through all stages of change management processes</p>	<p>Continued involvement in the Workstyles project Programme including:</p> <ol style="list-style-type: none"> 1. Attendance at workstyles board and project group meetings 2. Providing ongoing advice during development and implementation stages 3. Conducting monitoring visits at all stages of the process 4. Providing resource to support 'critical operational stages' including floor walkers on opening <p>Head of Service to attend all Programme Board Meetings</p> <p>Contractor lead (Dermot Barry) to provide Property and Design and Contractor liaising</p> <p>Compliance lead (Mark Flynn) to co-ordinate H&S Service change</p> <p>Provide technical / specialist support to assist in change management activity</p> <ol style="list-style-type: none"> 1. Fire design advice 	<p>Phase 3 Ongoing</p> <p>Quarterly</p> <p>Weekly</p> <p>By January 2016</p> <p>Ongoing</p>

H&S Service Plan 2015 / 2016	Aim / Priority	Desired Outcomes	Action Required	Timescale
			2. Asbestos management plan reviews 3. Contract services and works monitoring 4. Support tender evaluation processes with significant health & safety implications	
JOINT WORKING & INITIATIVES	Maintain an awareness of Local / National Campaigns to identify best practice and plan targeted initiatives	<p>To identify best practice and support the Council priorities and city initiatives</p> <p>Identify opportunities for collaboration and efficiencies through joint working and the ability to influence policy decisions and approach</p>	<p>Work with Occupational health to identify top causes of injuries and ill health and develop campaigns to target underlying causes aimed at achieving a reduction</p> <p>Continue working with partners to maximise opportunities for joint working on risk management solutions</p> <p>External:</p> <ul style="list-style-type: none"> • East Sussex Fire & Rescue Service • Sussex Police • Health Partners • Department for Education (Asbestos Steering Group) <p>Internal</p> <ul style="list-style-type: none"> • Internal audit team • Major Incident Support Team (MIST) • Safety Advisory Group (SAG) • Risk Management Steering group (RMSG) • Building Control • Occupational Health Provider (Team Prevent) • Property and Design <p>Work with the Communities and Equalities team and take part in newly established workstreams to develop arrangements for Collaborating with our Citizens</p> <p>Attend Sussex Local Authority Safety Officers Group (SLASOG) and South East Employers (SEE)</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

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Appendix 9 – Health & Safety Risk Register 2015-16

Risk No.	Reference link (i.e. Serv Objective No. or Strategic Objective No.)	Risk Description	Potential Consequence(s)	Initial Likelihood Risk Score	Initial Impact Risk Score	Mitigating Controls & Actions	Controlled Likelihood Risk Score	Controlled Impact Risk Score	Controlled Risk Score	Further "Solutions", i.e. actions/ controls (these represent "work that needs to be done" to be included as Key Actions in Business Plan)	Target Date	Lead Officer
1	HSW 1	Management of Contractors Inadequate management controls may result in unsafe practices and expose the council	Injury to staff, visitors, contractors, members of the public, service users, enforcement action, reputational damage	3	4	Standard and guidance ratified and in place Management of contractors training available Team safety dedicated objective Partnership working with internal council service services and the councils strategic partners e.g. (Westridge / Mears)	2	4	8	1.Targeted audits by H&S team in ASC, Westridge and Mears 3.Head of H&S to chair Housing Fire / H&S Board until permanent Head of Housing is re-established 4.Dedicated resource allocated to support Hove Town Hall redevelopment	Ongoing	Janice Percy
2	HSW 2	Health & Safety Management systems Ineffective use of the councils systems including (Team Safety, Clients of Concern Register, Accident Reporting System, Asset Management Systems) through lack of competence and/or technical or reliability problems	Lack of effective control which may lead to injury, ill health, enforcement action, reputational damage	3	4	Health & Safety team monitor use of systems Training available for managers / duty holders Reporting mechanisms through Corporate Health & Safety committee Appointed leads within H&S for systems and lead in Property & Design & Housing for asset management system Suite of supporting documentation and guidance	2	4	8	Continues development of systems to exploit embrace new technologies and improve reporting functions	March 16	Janice Percy / Angela Dymott / Mark Watson

Risk No.	Reference link (i.e. SERV Objective No. or Strateg	Risk Description	Potential Consequence(s)	Initial Likelihood Risk Score	Initial Impact Risk Score	Mitigating Controls & Actions	Controlled Likelihood Risk Score	Controlled Impact Risk Score	Controlled Risk Score	Further "Solutions", i.e. actions/ controls (these represent "work that needs to be done" to be included as Key Actions in Business Plan)	Target Date	Lead Officer
3	HSW 3	<p>Management of Change</p> <p>Lack of clarity in roles and responsibilities</p> <p>Changes in service delivery methods may lead to skills, knowledge, competence gaps for new duty holders in relation to health & safety responsibilities</p>	Injury, ill health, reputational damage, enforcement action	4	4	<p>Team Safety provides clear objectives and actions</p> <p>H&S Policy reviewed and framework in place with standards and guidance</p> <p>H&S dedicated site on the WAVE providing information and support</p> <p>Training programme available providing a range of training course courses, tutor lead and e-learning</p> <p>H&S Duty Officer scheme providing access to competent health & safety advice</p> <p>H&S Business Partner or Senior Advisor allocated as dedicated points of contact for service areas</p> <p>H&S attend all induction courses to signpost to support / resources available</p> <p>Monthly newsletters are circulated providing updates and signposting to resources</p> <p>Health & Safety Committee structure in place meetings are held quarterly</p>	2	4	8	<p>Ensure PIER / Team Safety structure reflects organisational structure</p> <p>Ensure ongoing professional development of H&S Team</p> <p>Monitor and review H&S team business continuity arrangements</p> <p>Ensure robustness of health and safety service scoping when considering alternative delivery models</p>	Ongoing	Janice Percy