

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

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

Subject: **Health & Safety Team Annual Report
April 2015 to March 2016**

Date: **7th June 2016**

Table of Contents

		Page
	<u>Executive Summary</u>	3
	<u>Feedback on our service</u>	4
1.	<u>Introduction</u>	6
2.	<u>The Management of Health & Safety</u>	6
3.	<u>Safety Management Systems</u>	7
3.1	<u>Team Safety</u>	7
3.2	<u>Incident Reporting System & Clients of Concern Register</u>	7
4.	<u>Access to Competent Advice</u>	8
5.	<u>Accident / Incident Overview</u>	8
6.	<u>Training and Development – Competent Workforce</u>	9
7.	<u>Policy & Project Work</u>	10
7.1	<u>Health & Safety Policy</u>	10
7.2	<u>Health & Safety Standards</u>	10
7.3	<u>Resilience Checklist</u>	10
7.4	<u>Workstyles Phase 3</u>	10
8.	<u>Audit, Assurance & Compliance</u>	11
8.1	<u>Audit</u>	11
8.2	<u>Asbestos Management</u>	11
8.3	<u>Fire Risk Management</u>	12
8.4	<u>Contractor Management</u>	13
9.	<u>Consultation and Committee Structure</u>	13
10.	<u>Communications</u>	14
11.	<u>Partnership Working / Service Level Agreements</u>	14
11.1	<u>Partnership Working</u>	14
11.2	<u>Service Level Agreements</u>	15
12.	<u>Conclusion</u>	15

Appendices

[Appendix 1 Enforcement / Regulatory Services Activity](#)

[Appendix 2 Accident / Incident Summary Data](#)

[Appendix 3 Health and Safety Training Data](#)

[Appendix 4 Policies and Standards](#)

[Appendix 5 Health & Safety Audit](#)

[Appendix 6 Fire and Asbestos](#)

[Appendix 7 Contractor Management](#)

[Appendix 8 Health and Safety Plan](#)

[Appendix 9 Health & Safety Risk Register](#)

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 2016-17.

During the past 12 months the council has continued to redesign a number of services to achieve sustainable delivery models in the context of reducing budget budgets. This has generated significant change across the council, a focus for the health and safety service has been to support services in ensuring appropriate safety management arrangements are in place.

Brighton and Hove City Council is committed to maintaining high standards of health and safety management and continues to ensure appropriate risk management arrangements are adopted. This is achieved through the health and safety policy which sets out the statement of intent, responsibilities and arrangements for the effective management of health and safety.

Achievements during the past year include:

- Effective change management arrangements, in particular ensuring effective governance and assurance arrangements are maintained in the light of significant organisational change
- Continued collaboration with partner agencies including the voluntary sector, to enhance risk management arrangements for the city.
- The new risk management arrangements created through the community initiatives partnership to deliver city wide approaches to support vulnerable groups
- Development and integration of the Threat Response Process to support staff affected by incidents of violence and aggression
- Continued support to Schools through the Service Level Agreement, resulting in 100% buy back into the Health & Safety service
- Delivery of a targeted health and safety audit programme

Priorities for the coming year include:

- Continue to support the organisation through change to ensure health and safety management arrangements remain effective
- Managing delivery of Health & Safety service level agreements
- Provide support to the organisation to improve resilience and to manage absence
- Maintenance of a sustainable delivery model for the Health & Safety service

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

Feedback on our service:

Gillian Churchill - Head of Education Capital

The council are responsible for a large number of city schools and it is important that risk management arrangements are robust and easily understood by the schools as well as colleagues in Property and Design, Education. Property and Design Education work with both schools and the Health and Safety Team to protect people from hazards associated with buildings, land assets and any developments thereof.

Property & Design Education 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.

The support and advice of the corporate Health & Safety Team is invaluable in ensuring that we and the schools are able to discharge our respective duties efficiently and effectively. The health & safety team always respond to incidents promptly and will visit sites very quickly to help us manage and resolve a situation. Their service is essential to the delivery of the service we deliver to the city's schools.

Mark Matthews – Area Commander, East Sussex Fire and Rescue Service (ESFRS)

This year has proved crucial in developing innovative ways of reducing risk in the community and the relationship between ESFRS and particularly the BHCC health and safety team has proven to be a catalyst for new ideas and delivering effective collaborative interventions in this area.

My experience is the BHCC health and safety team think well beyond the practical application of their roles and in doing so have become a crucial part in driving a partnership momentum on driving down the risk in the City of Brighton and Hove and in doing so reduce the unnecessary suffering of those in the community in need of critical support. This continued collaboration approach will undoubtedly have a greater impact than we will achieve in isolation and I am very enthused when I consider the future impact this now embedded approach is likely to have on those in need.

Marnie Naylor - Quality Lead, Adult Social Care Commissioning & Performance Team

The Council are responsible to ensure a good quality standard of care and safety is provided in Nursing/Care Homes, Supported Living and community support provided by Home care services across the City. The 'Quality Team' function has an excellent relationship with the Health & Safety team to ensure H&S and Fire compliance is met making recommendations where shortfalls are identified.

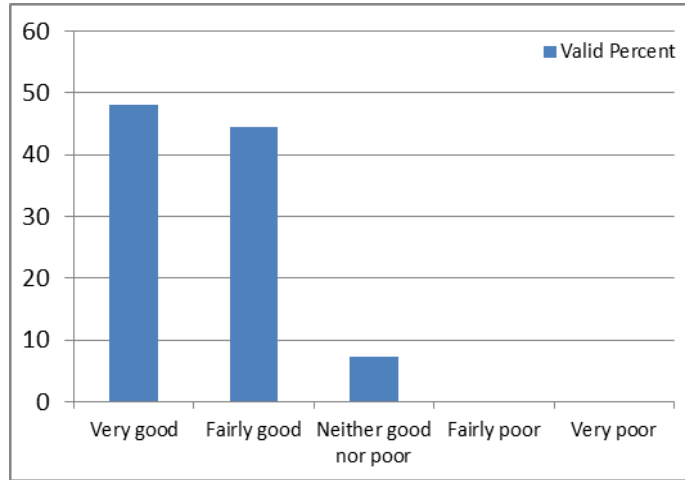
This joined up and flexible approach enables vital intelligence to be shared to enable any risks identified to be addressed in a timely manner by offering advice, guidance and support to ensure people receiving services are kept safe.

Finance & Resources customer survey results

As part of the first council wide Finance & Resources customer survey undertaken between 30th November and 18th January, feedback was provided on all HROD services. The feedback is being used to inform future service planning.

A summary of the results with regard to the Health & safety service can be found over the page.

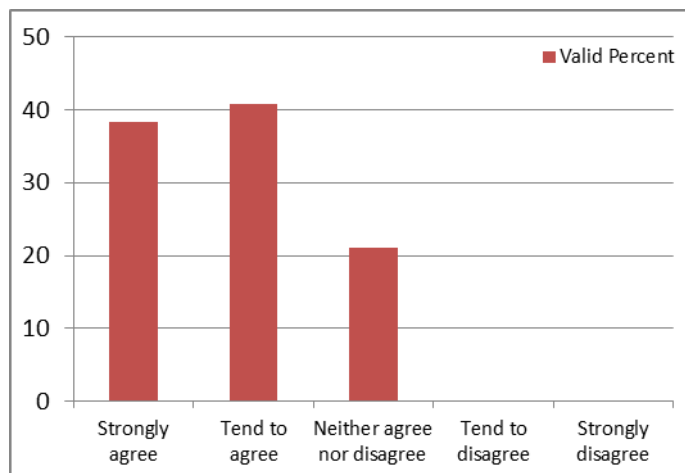
Q. Overall, how was the standard of customer service you received?



Q. Overall, how easy or difficult is it for you to use our service?



Q. How much do you agree or disagree that our service adds value to your service?



1. Introduction

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

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.

This report details activity provided by the H&S Team during the period 1 April 2015 – 31 March 2016 and includes the Health and Safety Plan in Appendix 8, detailing priorities for 2016/17.

2. The Management of Health & Safety

The council's commitment is set out through the health & safety policy and management standard. A safety management framework 'Team Safety' enables services to implement risk management arrangements tailored to their hazard profile.

A number of health & safety standards set out requirements to comply with relevant legislation and provides guidance to help manage risk.

Safety performance is monitored through Departmental Consultative Committees which are chaired by Directors and via the Corporate Health and Safety committee chaired by the Chief Executive.

The Corporate Health and Safety team (H&S Team) provide competent advice and undertake a range of assurance activities such as; audits, inspections and incident investigations and are the first point of contact with enforcement and regulatory agencies.

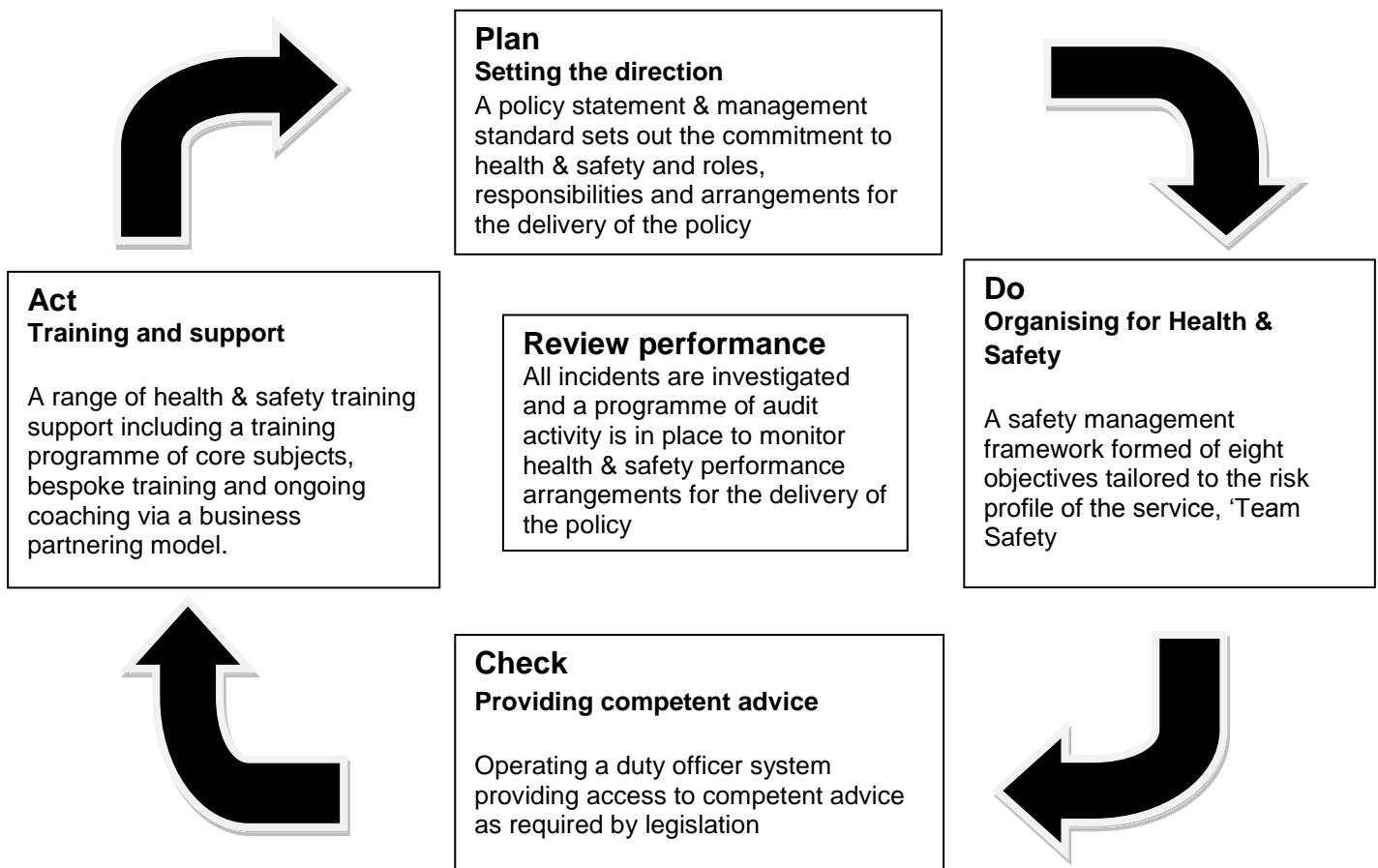
A legal register is maintained by the H&S team to ensure any revisions are brought to the attention of duty holders. Key legislative changes during the last year include:

- Amendment to the Construction, Design and Management (CDM) Regulations which revised the process for managing construction projects, from concept to completion.
- New Sentencing Guidelines which direct the judiciary to specific starting points for penalties on conviction of health & safety offences. This significantly increases the thresholds previously applied.

2.1 Health & Safety Assurance

The assurance framework adopted by the council aligns to Health and Safety Executive (HSE) guidance HSG 65 'Managing for Health and Safety'.

A key role for the H&S team is to ensure the council has a proportionate approach to risk management. We continue to maintain and review the safety management framework which incorporates:



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. A self-assessment checklist was issued to assist managers to review their progress against the Team Safety Objectives and to help them refocus activity on any outstanding actions. These have also been used to inform the H&S team's audit approach.

3.2 Incident Reporting System & Clients of Concern Register

The online incident reporting system has been used widely across the council, demonstrating a positive incident reporting culture. Opportunities to further develop the on-line form to assist reporters have been identified, progressing this work in partnership with ICT remains a priority.

Certain tasks in the incident reporting system have to be completed by specified staff, which the system recognises from establishment structures. Maintaining the establishment and allocations is an ongoing challenge due to ongoing organisational change and capacity within ICT to undertake the work required. As a result the automated allocation of tasks is processed manually by the H&S team which results in delays in report processing.

An enhanced Clients of Concern Register and quick-search portal was developed with ICT during 2015. The portal provided more details on one page but had to be removed due to Firmstep database integration issues, which were causing unreliable searches. These issues have also been affecting the online incident reporting system and ICT continue to work with Firmstep to find a solution.

Individuals on the Clients of Concern Register must have periodic reviews in order to comply with Data Protection legislation. This review has been set as an annual requirement by the council but currently there is no process to enable this. The absence of a formalised process has been noted by the Local Government Ombudsman in relation to individuals' complaints, but a solution remains outstanding. Joint development work with ICT has led to the establishment of an automated online review process in the system's test area. A trial was undertaken in December 2015 which identified minor issues to resolve. This work remains outstanding due to resourcing capacity in ICT.

The ICT Service Redesign is putting in place a more resilient digital team, alongside the growing work on Customer First in a Digital Age. The significant pressures from many areas of the Council for new digital work are proving challenging to ICT's capacity in the interim. Alongside this, significant effort is being put into reducing any risks from integration issues.

This remains a risk for the council.

4. Access to Competent Advice

As part of the council's budget planning process a service redesign was carried out to deliver savings and put in place a sustainable structure for the future. As a result two posts have been removed from the structure and the team reorganised.

Competent health & safety advice continues to be delivered through an in-house team of health and safety professionals and technical specialists who provide advice and support. 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. Three 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. Members of the team also have Fire Risk Assessor qualifications and provide technical design and risk management fire safety advice.

We act as the Radiation Protection Officer for schools. Team members are appropriately trained for this. We support schools through CLEAPSS (a health and safety resource for Schools Science, Design and Technology guidance).

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

Quarterly and annual 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.

A separate report detailing results and trends on the annual incident statistics has been completed. Whilst the overall number of reported incidents has increased this year, there has been a significant reduction in absence days and the level of HSE reportable incidents and near miss reporting remains consistent with the previous year. The top three causes of absence were:

Incident Cause	2015/16	2014/15
Challenging behaviour	226	127
Slips, trips & falls	200	234
Violence and aggression	217	221

Included in the report this year is a cost for Occupational Sick Pay resulting from reported incidents. Throughout 2015 – 2016 this cost was £66,476. This is not the total cost of the absence as it does not include any expense incurred in covering the member of staff, or further costs such as liability claims, however the figure is useful as it gives an indication of economic impact of the absence.

Incident reporting with our Chartered Institute of Public Finance & Accountancy (CIPFA) benchmarking partners for 2014/15 shows that BHCC has 4.5 (6.4)* RIDDOR reported incidents per 1000 FTE whilst the average rate of our benchmarking partners is 6.9 (9.1)* reported incidents. 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 2015/16 is currently being collated by CIPFA.

**figures in brackets show the previous year's results*

5.1 Threat Response

An increase in violence and aggression incidents towards staff resulted in the development of the threat response process which provides support for colleagues in challenging situations facing physical and psychological threats. Since its inception we have seen it implemented on a regular basis.

It now appears to have become imbedded in areas of work, where previously there was a lack of coordination or formalised support to ensure appropriate action is taken support those affected as well ensuring appropriate recourse for those responsible.

There appears to be a growing confidence in tackling these areas, with managers feeling empowered to challenge what are often very complicated issues; there is a formalised system for responding to these issues; third party organisations are now being included in the process.

The feedback received from those supported by the threat response process is very positive about the act of support even if the remedies are at times limited.

A summary of incidents is included at appendix 2

6. Training and Development – Competent Workforce

A wide range of health and safety training is provided for staff and external customers through a range of delivery methods. The core programme is advertised through the health and safety training guide and comprises of 18 different training events, 6 elearning modules and bespoke training upon request.

An overview of health and safety responsibilities is provided in staff and manager induction sessions and through an elearning module. Bespoke training is also available for Headteachers and School Governors in relation to specific 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 Health and Safety team.

A total of 92 training courses were delivered to 970 staff during the year with an average attendance of 93%. A further 831 staff completed eLearning modules.

A summary of the work undertaken is included at appendix 3

7. Policy & Project Work

7.1 Health & Safety Policy

The council's health and safety 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. This details; roles, responsibilities and arrangements for delivering the policy and reflects the council's values.

The policy was signed by the new Chief Executive and endorsed by the Leader of the Council and the Elected Member Lead for Health and Safety on the 23rd October 2015.

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. This year the team has reviewed and published 13 documents, with others being close to completion.

A summary of the work undertaken is included at appendix 4

7.3 Resilience Checklist

Stress continues to be a major cause of absence and there can be many causal factors. In conjunction with occupational health we have continued to provide and enhance mechanisms of support to manage stress and wellbeing. We have developed a Team Resilience Guide which provides a framework of support for individuals and teams.

The revised guide follows the Health and Safety Executive's Stress Management Standards approach and is designed to give greater flexibility to the team/area in question in how the process is applied. Individuals can also have tailored support through Individual Stress risk assessments.

7.4 Workstyles Phase 3

The team continue to support the Workstyles programme: attending the programme board and project group meetings. Advice and guidance has also been provided during the refurbishment and construction phases at Hove Town Hall; supporting the major construction works whilst maintaining an operational building.

As well as supporting other services through the Workstyles process and building relocations, the H&S team have themselves been preparing to move and are scheduled to relocate to Bartholomew House in July 2016.

8. Audit, Assurance & Compliance

8.1 Audit

Corporate H&S Committee agreed a 2 year audit plan commencing from April 2014, and this year has seen the completion of this plan. The final element of the 2 year audit plan included carrying out themed audits, focussing on key hazards within each directorate, and reviewing managers' self-assessment checklists.

The details of the themed audits were described in the 2015/16 H&S Team Plan and included: Slips/Trips/Falls, Display Screen Equipment, Personal Safety, Swimming Pool Management, Independent Care Homes, Challenging Behaviour and Work Experience activities.

A total of 89 audits were completed by the team during 2015/16.

Our audit focus for 2016/17 will include developing a SharePoint site to track medium and high priority recommendations which will provide a consistent approach with Internal Audit. Audit activity will include:

- Re-issuing team safety managers self-assessment checklists
- Independent care homes
- Compliance with new / reviewed health and safety standards
- Targeted audits informed by safety performance

A summary of the work undertaken is included at appendix 5

8.2 Asbestos Management

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. The H&S team continues to provide assurance that these requirements are being met.

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 and there are effective management arrangements and a good level of assurance in place across BHCC.

The H&S team has continued to contribute to the Department for Education (DfE) Asbestos steering group. Following the release of the DfE's guidance document, this steering group has recently completed an England & Wales wide questionnaire whose aim was to establish the levels of understanding, awareness and management of Asbestos in schools. Results of this survey are expected to be released later in the summer term. Early feedback that the H&S team have received from the contributing schools suggest that our policies are robust and in line with DfE guidance.

One further priority for the coming year will be to continue to work to support Housing, helping them to ensure better coordination of asbestos management information across their complex operating environment.

The H&S team continue to support our colleagues from Property and Design in their work to introduce new property asset software. This system (Atrium) will ultimately be used to hold the corporate Asbestos Register and individual property reports. The H&S team's assistance is principally to ensure continued compliance with The Control of Asbestos Regulations 2012 during and after the transition from Safety on Line as well as guidance around the format of the final property reports.

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 Team and H&S Team staff taking place.

To ensure the organisation complies with the relevant legislation and manages fire risk appropriately the competent advice continues to be provided through the health and safety team. A tiered two stage approach to fire risk assessment (FRA) is applied.

The health and safety team carry out:

- Stage 1 FRA's in Adults Services with Sleeping Risks (Residential Care & Hostels), Schools, Travellers Transit Site
- Quality assurance of: Housing & Corporate Landlord FRA's

Stage 2 FRA's which relate to monitoring of existing arrangements and local service managers are responsible for ensuring these are completed.

As part of the fire risk assessment process the health and safety team identified the requirement for remedial works to be carried out throughout Bates and Craven Vale Housing Estates. The works required relate to the lack of fire separation between the flats and the common ways which is a contravention of the requirements of the (RRO). A programme of works was established to remedy the deficiencies. A lack of adequate certification of the materials procured led to delays to the programme. This has now been rectified through discussions at the Housing (Fire, Health & Safety Board).

In February 2016 a fatal fire occurred in Essex Place, a council owned high rise block. Investigations are ongoing to establish the cause and will be the subject of a Coroners Inquest.

In collaboration with ESFRS and colleagues in Housing a match funding initiative to install sprinklers in Somerset Point a high rise seniors housing block has been agreed. Discussions are ongoing between ESFRS and BHCC regarding similar future projects.

The Fire Safety Standard has been revised to clarify the responsibility levels throughout the organisation. The document links to the relevant guidance and useful document pages on the Wave. It provides a clear indication to all staff about responsibilities and necessary actions around the application of the RRO.

The H&S team continue to 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 H&S team continue to provide design advice on an extensive range of projects this has included: Hove Town Hall redevelopment, Hollingdean Depot, the permanent Travellers' site, Saltdean and St Andrews Primary Schools and new Housing provision (Robert Lodge and Findon Road).

We continue to provide a range of fire safety training courses including fire awareness, fire risk assessment, evacuation chair and site specific fire warden training.

A summary of the fire and asbestos work undertaken is included at appendix 6

8.4 Contractor Management

The continued financial challenges that the council faces requires BHCC to rely significantly on contractors, working on our behalf, to manage building works and provide a range of services across all departments. 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 H&S team have undertaken a range of assurance activities including inspections, audits, incident investigations, pre-start meetings and training for contracting officers. We undertake care home monitoring in independent care homes and care support services commissioned by Adult Services.

The H&S team have attended contract pre-start meetings to ensure standard setting in relation to health and safety and provide advice on compliance with legislation on a risk profile basis. Projects that this level of assistance has been provided include Hove Town Hall development works and the redevelopment of the Workshop at Hollingdean depot.

In partnership with Property & Design, Construction, Design and Management Regulations 2015 (CDM) seminars were delivered to a range of duty holders to ensure compliance with the amended regulations.

Support has been provided to contract managers (within Property & Design and Sports & Leisure) with construction works and CDM compliance with regards to major and high profile works such as Withdean Sports Stadium and King Alfred Centre.

Audits of independent care home and care support services have continued during 2015/16 with a total of 18 providers being visited by the H&S team. This monitoring helps provide assurance to the Contracts Unit about key H&S aspects as part of their care quality monitoring procedure. The programme of audit with the Adults Commissioning & Performance team has been reviewed this year and an approach has been agreed for 2016/17.

The 'Management of Contracted Works and Services' training continues to be available through the training programme. This course is for any staff required to procure, manage and monitor any works or services within the council and helps to raise awareness of legislative requirements, introduces the council management standard and helps staff to apply relevant monitoring practices when dealing with contractors.

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 2015/16. 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 incidents, performance and actions to help address trends and emerging issues. New and reviewed H&S standards are presented and ratified. Departmental consultative groups are also held quarterly and are able to escalate service specific H&S issues for consideration at the H&S committee.

Based on feedback received from the committee, the way the reports are presented has changed this year to include a calculation of the financial impact to the council of sickness absence. The presentation of the reports has also been amended to provide a clearer analysis of the position.

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

10. Communications

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

The team produces two health and safety newsletters; 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.

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. Listed below are some of these partnerships;

Community Initiatives Partnership

Since being established in December 2014 work has continued to ensure vulnerable people are protected from coming to harm in their domestic environment. The group membership including ESFRS, BHCC, Voluntary Agencies and Health Partners has focussed on:

- Creating cross referral pathways between ESFRS and Carelink. This has resulted in joint visits and mutual training that has enabled the pooling of resources to better support vulnerable people.
- A hoarding subgroup has been established to improve partnership awareness and response to causes and impacts of this issue. A hoarding framework is being developed by the group.

Housing Fire, Health & Safety Board: this group comprising Housing, Corporate Health and Safety, East Sussex Fire and Rescue Service (ESFRS) and Mears provides an assurance function monitoring the risk management arrangements relating to the housing stock.

As part of the programme of Fire Risk Assessments, fire safety deficiencies were identified specifically relating to compartmentation between units of accommodation in several blocks of flats. To address these, a programme of works is nearing completion which has been overseen by the Board. The board in partnership with ESFRS provided a structure to ensure these deficiencies were addressed to comply with relevant standards and to a satisfactory timescale.

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 H&S committee in December 2015. 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

We continue to work closely with internal partners to ensure a joined-up to specific health and safety issues. Partners include the Special Educational Needs (SEN) team; Education Capital Team; Behaviour & Attendance Partnership; the Outdoor Education Advisor and the Standards & Achievement Team.

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 advise on the potential impacts and co-ordination of resources to support the calendar of events in the city. Events that have required a significant resource have included planning advice and operational support as part of the event command and control arrangements for: **Pride, the Rugby World Cup 2015, Shakedown Music Festival and the Brighton 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, public, visitors and our staff.

The team are Incident Liaison Officers and were deployed as part of the multi-agency major incident response to the scene of the Shoreham air crash.

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 & Academies** – 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 Commissioning & Performance Team. Fire risk assessments for Adults Provider.

12. Conclusion

This report acknowledges the diverse range of services delivered by and on behalf of the council and sets out the assurance activities undertaken to ensure appropriate safeguards are in place.

Through the council's modernisation and budget agenda there will continue to be significant change in how services are delivered both directly and in partnership with other agencies. A key priority will be to continue to ensure proportionate assurance frameworks remain in place.

The imperative for maintaining robust safety management arrangements is further highlighted by the revised sentencing guidelines. Effective performance frameworks, communication and engagement together with monitoring capacity and resilience is essential to continuing to deliver efficient and safe services.

The committee are asked to note the content of this report and the Health and Safety Plan for 2016/17 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	2015/16	2014/15
Total Incidents	1040	951
Total Injuries to Staff	497	513
Total Injuries to Non Staff	415	438
RIDDOR	39	38
Near Misses	585	589
Total Days Lost	1489	2259

Appendix 3 – Health & Safety Training Data 2015/16

The **Health and Safety training programme** was developed to support the needs of staff across the organisation. Over **23** different courses have been delivered through **92** training events to **970** delegates. This includes bespoke training events which have been tailored to meet the specific needs of teams and services. In addition **831** 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	5	89%	50
Management of Contractors (Works)	H&S Team	3	88%	14
Management of Contractors (Services)	H&S Team	1	100%	2
Personal Safety for Lone Workers	H&S Team	6	84%	57
Personal Safety for Non Lone Workers	H&S Team	2	86%	12
BSC Level 2 Certificate in Risk Assessment	External	7	93%	63
BSC Level 2 Certificate in Fire Risk Assessment	External	5	97%	35
Risk Assessor Refresher	External	3	94%	16
COSHH Risk Assessors	External	3	88%	21
Emergency First Aid at Work	External	8	91%	77
First Aid at Work (3 days)	External	9	86%	77
First Aid at Work Recertification (2 days)	External	4	95%	42
First Aid Annual Refresher (half day)	External	4	93%	43
Safer Lifting of loads	External	9	81%	68
Managing Health & Safety	External	3	96%	22
Managing Health & Safety of Buildings	External	3	95%	20
IOSH Managing Safely	External	2	91%	21
Legionella Awareness	External	4	100%	46
Bespoke Team Training				
Evac Chair	H&S Team	1	100%	8
Fire Risk Assessment	H&S Team	1	100%	100
Risk Assessment	H&S Team	6	100%	100
Low Risk Work at Height	H&S Team	1	100%	7
Planning & Risk Assessing School Events	H&S Team	2	100%	69
Total number Core & Bespoke		92	93%	970
H&S eLearning Modules				Number of courses completed
Asbestos Awareness	Internal	-	-	16
Asbestos Management Plan	Internal	-	-	5
Display Screen Equipment	Internal	-	-	535
Fire Safety Awareness	Internal	-	-	59
Stress Management	Internal	-	-	47
Health & Safety Awareness	Internal	-	-	169
Total number H&S eLearning modules completed		-	-	831

Appendix 4 – Policies and Standards

Policy/Standard	New or Review?	Status
Asbestos Management Standard	Review	Ratified
Accidents & Incidents Reporting Standard	Review	Ratified
Clients of Concern Protocol	Review	Ratified
COSHH Standard	Review	Draft
Fire Safety Standard	Review	Ratified
First Aid Standard	Review	Draft
H&S Audit Standard	Review	Ratified
H&S Policy Statement and Management Standard	Review	Ratified
Legionella Standard	Review	Ratified
Management of Contractors Standard	Review	Ratified
People & Performance Management Framework	New	Ratified (joint policy with Workforce Development)
Personal Safety Standard	Review	Draft
Premises Management Standard	New	Ratified
Safer Handling Standard	Review	Draft
Team Resilience (Stress) Standard	Review	Ratified
Work Related Death Protocol	Review (included into incident reporting standard)	Ratified
Workplace Inspection Standard and Checklist	Review	Ratified

Appendix 5 – Health & Safety Audits

AUDIT TYPE	Audits completed	Ratings
Full Team Safety audit	7	7 Reasonable
Limited Assurance reviews	13	N/A
Managers' Self checklist follow up	9	N/A
Challenging Behaviour management	6	1 Full
		4 Substantial
		1 Reasonable
Display Screen Equipment	7	2 Substantial
		4 Reasonable
		1 Limited
Personal Safety management	10	6 Reasonable
		4 Limited
Slip/Trip/Falls prevention	8	5 Substantial
		3 Reasonable
Work Experience management	7	4 Substantial
		2 Reasonable
		1 Limited
School Swimming Pool management	3	1 Substantial
		1 Reasonable
		1 Limited
Radiation	1	Reasonable
Contractor Management & Independent care homes	18	All 18 were rated as performing to acceptable health & safety standards
TOTAL	89	

Appendix 6 – Asbestos & Fire

Fire

Work	No.
Total Fire Risk Assessments (stage 1 & reviews)	37
Review of FRA Management Action Plans	85
Coaching newly trained Fire Risk Assessors	Ongoing
Partnership meetings with the East Sussex Fire and Rescue Service	19
Strategic Fire Safety Reporting <ul style="list-style-type: none"> • Head of Adults • Housing Committee • Housing Fire / Health and Safety Board 	26
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 	2
Fire Incident Investigations	6
Fire visits (other than FRAs)	103
Fire training	12 sessions
Fire design meetings	20

Asbestos

Asbestos site monitoring 2015 – 16
<p>Inspections and Risk Assessment Reviews undertaken</p> <p>206 Management surveys 318 Refurbishment & demolition surveys 30 Asbestos re-inspections</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	18

Services	Works
<ul style="list-style-type: none"> • Asher Nursing Home • Aspirations Active Day Care • Autumn Lodge Care home • Charlesworth Care Home • Churley Rest Home • Cornerways Care Home • Cristos Care Home • Heritage Care Supported Living • Livability Lifestyle Choices Supported Living • Maycroft Care Home • Oakleigh Lodge Care Home • Place Farmhouse Care Home • Poets Corner Supported Living • Rachel Mazzier House Nursing Home • Regent House Care Home • Swanborough Services Supported Living • The Archway Project Care Home • Wilbury Rest Home 	<ul style="list-style-type: none"> • Withdean Sports Stadium • King Alfred Leisure centre • Hollingdean Depot • Wayfield Avenue • Saltdean Primary School • Madeira Drive Arches • Hove Town Hall • Art Installation – RJ Dance & City College Brighton • Brighton & Hove Bus Depot • St Andrews Primary School • Hangleton Primary School • Downs Park School • Blatchington Mill School • Hertford Infants School • Brunswick Primary School • PACA • Brackenhurst Primary School • Carlton Hill Primary School

Appendix 8 – Health & Safety Plan 2016 - 2017

H&S Service Plan 2016 / 2017	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 Performance overseen by the Corporate Health & Safety Committee	Complete the annual review the Health and Safety policy statement and communicate the revised policy across the organisation Maintain a programme of Health & Safety policy and standards review, including the schools' model policy statement. Monitor changes in Health & Safety Legislation and update the legal register as necessary. Maintain consultation arrangements with employee representatives groups (i.e. trade unions, staff forums). Plan dates for and report health & safety performance to the quarterly corporate health and safety committee. Meeting dates are: <ul style="list-style-type: none"> • 7 June • 27 September • 29 November • 14 March 2017 	June 16 Ongoing with quarterly review Ongoing Ongoing
ORGANISATION	Ensure H&S structure, policy and arrangements are aligned to meet the changing needs of the organisation.	Deliver a responsive Health & Safety service	Scope and implement a review of the Health & Safety service to reflect Council 4 – year financial strategy and in partnership with Orbis; to ensure the future service offer is sustainable, relevant to the Council and resilient in operation. Maintain access to competent health and safety advice through a duty officer service. Head of H&S to continue to have regular 121's with the Chief Executive, Directors, Head of Property and Design and Head of Internal Audit to ensure that roles, responsibilities and safety management arrangements remain effective.	March 17 Ongoing Ongoing

92

H&S Service Plan 2016 / 2017	Aim / Priority	Desired Outcomes	Action Required	Timescale
			<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 Review and Development days</p> <p>Manage the Health & Safety team move to Bartholomews House and transition to 'Workstyles / Flexible working.</p>	<p>Reviewed in 121's</p> <p>April & September 16</p> <p>From June 16 onwards</p>
<p>MANAGEMENT ARRANGEMENTS</p>	<p>Gain assurance that effective safety management arrangements are in place to manage organisational health & safety risks.</p>	<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>Provide managers a framework for identifying, measuring and recording health and safety performance</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 committee 4. Escalating matters which expose the council to unacceptable risk <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 management information to the corporate H&S committee, DMTs and DCGs. 5. Identify aspects requiring additional H&S improvement. 	<p><i>According to programme</i></p> <p><i>Ongoing</i></p>

H&S Service Plan 2016 / 2017	Aim / Priority	Desired Outcomes	Action Required	Timescale
			<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 Emergencies and Resilience team in its preparedness by:</p> <ol style="list-style-type: none"> 1. Attend and deputy chair Safety Advisory Group Meetings and events as required 2. Attend and support Major Incident Support Team 3. Provide Incident Liaison Officer support to major incidents as required 4. Attend Risk Management Steering Group <p>Deliver ongoing contractual commitments and monitor performance of Health & Safety Service Level Agreements for:</p> <ul style="list-style-type: none"> ▪ Schools & Academies ▪ Adults Services ▪ Housing <p>Carry out Fire Risk Assessments (FRA) in high priority 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>Monitor that the Asbestos Containing Materials in all council buildings are being managed in accordance with the Asbestos Management Plans</p>	<p><i>September 16</i></p> <p><i>Ongoing</i></p> <p><i>Ongoing with programmed review meetings</i></p> <p><i>March 17</i></p> <p><i>Ongoing</i></p> <p><i>Ongoing</i></p>

H&S Service Plan 2016 / 2017	Aim / Priority	Desired Outcomes	Action Required	Timescale
			<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>Provide advice to the Education Property & Design Team in relation to resource allocation for asbestos management/ remedial work in school premises.</p> <p>Provide support to the Head of Property & Design in the development of and quality assuring the annual Legionella Assurance Report.</p>	<p><i>Ongoing</i></p> <p><i>Ongoing</i></p> <p><i>December 2016</i></p>
INFORMATION SYSTEMS	<p>Review health and safety information systems to ensure relevant and effective integration with other sources.</p>	<p>To ensure legal compliance (RIDDOR) and Data Protection requirements.</p> <p>To ensure ease of access to information which is and that information is accessible.</p> <p>To ensure efficient transition of new asset management systems.</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>Review health & safety pages on the WAVE and Wave4Schools to ensure information is current and accessible review of content and accessibility of information and ensure any changes reflect ongoing development of BEEM (the Brighton & Hove on-line portal for schools)</p> <p>Monitor and review the content of the Health and Safety pages within the services to schools BEEM system.</p> <p>Asset Management System – continue to work in partnership with property & design to implement Atrium (the new asset management system)</p>	<p>Ongoing</p> <p>September 2016</p> <p>December 2016</p> <p>Ongoing</p> <p>Ongoing</p>

H&S Service Plan 2016 / 2017	Aim / Priority	Desired Outcomes	Action Required	Timescale
AUDIT	Deliver an audit programme that reflects the revised organisational structure and provides assurance on the effectiveness of health and safety management arrangements	Provide assurance to the council on legal compliance and meet statutory requirements for monitoring of health and safety performance.	<p>Prepare and deliver the 2016-17 audit programme ensuring it remains proportionate to the hazard and risk profile of the organisation. The focus of the programme will be:</p> <ul style="list-style-type: none"> • Management arrangements including Team Safety checklist reviews • Focus on change management & competence • Reviewed H&S standards (Construction Design & Management), Asbestos, team Resilience) • Independent Care Homes <p>Review completion and assurance status of managers team safety self-assessment checklists and review a sample of plans through full audit.</p> <p>Develop a sharepoint page to record recommendations from audits and incident investigation reports to track action progress.</p> <p>Continue to liaise with Internal Audit to share audit information / themes to identify shared learning opportunities and / or assurance issues for escalation.</p>	<p>March 17</p> <p>July 16</p> <p>July 16</p> <p>Ongoing</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>Produce and deliver the 2016-2017 health & safety core training programme.</p> <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>April 16 & Ongoing</p> <p>March 2017</p> <p>Ongoing / Quarterly</p>

H&S Service Plan 2016 / 2017	Aim / Priority	Desired Outcomes	Action Required	Timescale
			<p>Continue to support the development and prepare for launching of the new Learning Management System.</p> <p>Undertake quality assurance assessments of internal and external training providers and monitor performance against KPI's.</p>	<p>May 16</p> <p>Ongoing</p>
CHANGE MANAGEMENT	Support change management and modernisation activity.	Ensure health & safety issues are considered through all stages of change management processes	<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>Provide technical / specialist support to assist in change management and modernisation activity including:</p> <ul style="list-style-type: none"> • Development of the competency framework • Support tender evaluation processes with significant health & safety implications 	<p>Phase 3 Ongoing</p> <p>August 16</p> <p>Ongoing</p>
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 that continues to ensure an effective approach to risk management</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 (National Asbestos Steering Group) 	Ongoing

H&S Service Plan 2016 / 2017	Aim / Priority	Desired Outcomes	Action Required	Timescale
			<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) • Property & Design / Building Control & Housing • Occupational Health Provider (Team Prevent) <p>Work with the Communities and Equalities team to continue to enhance opportunities for Collaborating with our Citizens including launch of the Volunteering Policy.</p> <p>Attend Sussex Local Authority Safety Officers Group (SLASOG) and South East Employers (SEE)</p>	<p>Ongoing</p> <p>Ongoing</p>

Appendix 9 – Health & Safety Risk Register 2016-17

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 in place 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 2.H&S regular attendance at the Housing Fire / H&S Board 3.Dedicated resource allocated to support Hove Town Hall redevelopment 4.H&S to advise in procurement process for strategic framework agreements	Ongoing	Janice Percy
2	HSW 2	Health & Safety Management systems Ineffective use of the councils systems including (Team Safety, 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	Continued development of systems to implement new technologies and improve reporting functions	March 17	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>Quarterly 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

Risk No.	Reference link (i.e. SERV Objective No. or Strateg	Risk Description	Potential Consequence(s)	Initial Likelihood Risk Sc	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 t included as Key Actions in Business Plan)	Target Date	Lead Officer
4	HSW 2	<p>Incident Reporting Systems</p> <p>Functionality of the Achieve/Firmstep incident reporting system has been reported as unreliable.</p> <p>Development of the incident reporting system and the Clients of Concern Register (CCR) not occurring. This includes the CCR annual reviews.</p>	<p>Incident reports not completed</p> <p>Loss of customer confidence</p> <p>Inaccurate stats</p> <p>Outdated information provided to users of the systems</p> <p>Non-compliance with Data Protection Legislation and risk of LGO interventions.</p> <p>Increased complaints from customers and clients of concern</p>	3	4	<p>H&S team tracking reported incidents and using change forms or ICT service desk to change the data.</p> <p>Manipulation of the database to provide accurate Stats reports.</p> <p>Requirements have been shared with ICT and are monitored through liaison meetings.</p> <p>Assurance has been provided to LGO that the CCR review process is due shortly.</p> <p>Manual reviews of clients are taking place where concerns are raised.</p> <p>ICT Service redesign taking place to improve resilience.</p>	2	4	8	<p>ICT are working with Firmstep to resolve integration issues.</p> <p>ICT have been asked to provide additional 'change forms' to the H&S team</p> <p>ICT development resources need to be enhanced with less reliance on a single point of failure.</p>	Ongoing	Mark Watson / Janice Percy

