

## Appendix 1

### Corporate Health and Safety

#### Annual report to Corporate Governance 2021.

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## Glossary

DCC	Denbighshire County Council.
H&S	Health and Safety.
CH&S	Corporate Health and Safety team.
RIDDOR	Reporting of Injuries Diseases and Dangerous Occurrences Regulations.
HSE	Health and Safety Executive.
HAV	Hand Arm Vibration.
HAVS	Hand Arm Vibration Syndrome.
CTS	Carpel Tunnel Syndrome.
ACM	Asbestos Containing Material.
PQQ	Pre-qualification questionnaire
PHW	Public Health Wales
ADEW	Association of Directors of Education in Wales
RA	Risk Assessment
SSoW	Safe System of Work
BCUHB	Betsi Cadwaladr University Health Board

## Assessment of DCC safety standards 2020-2021

To maintain consistency with previous years reporting measures, the assessments in this document are based on the assurance ratings outlined below.

<b>Green</b>	High Assurance	H&S management systems are fully developed and recorded. Significant hazards are identified and managed to minimise risk to an acceptable level. All employees are involved in the development and use of H&S management systems.
<b>Yellow</b>	Medium Assurance	H&S management systems are generally developed and recorded. Significant hazards are generally identified and managed to minimise risk. Employees are generally involved in the development and use of H&S management systems.
<b>Amber</b>	Low Assurance	Some H&S management systems have been developed and recorded. Some significant hazards have been identified and these are sometimes managed to minimise risk. Employees are generally not involved in the development of H&S management.
<b>Red</b>	No Assurance	Few H&S management systems have been developed and recorded. Risk is not properly managed. Employees are not involved in the development and use of H&S management systems.

The assessments are based on first-hand knowledge gained during:

- Monitoring activities.
- Site visits and meetings.
- Accident \ incident investigations.
- Reactive work.
- Attendance at H&S committees and local meetings.
- Training and training feedback.

The overall assessment of DCC's implementation of H&S systems is **medium assurance**.

The overall assessment of employee involvement in H&S is **medium assurance**.

The overall assessment of DCC's compliance with Covid – 19 regulations and the delivery of "Covid secure" workplaces is **high assurance**

These assessments are qualified in that they are made with information from workplaces that the CH&S team has had any involvement with.

## Summary.

The Safety Health and Welfare culture in DCC has been on a continuous improvement path for a number of years. The most recent improvement is in employee involvement. This has the potential for a significant positive impact on “safety culture”.

The overall assessment of DCC’s implementation of H&S systems and of employee involvement in H&S are both medium assurance (yellow). This means that H&S management systems that we have encountered are generally developed and recorded. Significant hazards are generally identified and managed to minimise risk. Employees are generally involved in the development and use of H&S management systems.

Since March 2020 the Covid–19 Pandemic has driven the organisation to operate in a different way with much more focus on providing essential services in a “Covid secure” way and working from home. DCC responded rapidly to government regulations and guidance. Risk assessments and safe working procedures were developed as soon as practicable and reflect the rapidly changing position. DCC’s approach to managing the risk from Covid - 19 is assessed as high assurance

New ways of working for the CH&S activities of workplace monitoring and training have been developed to ensure that the focus on general safety management is not lost in the Covid focussed world. This has meant a significant use of “TEAMS” for the shorter H&S courses with “Jabber”, phone calls and E.mail being used as a means of gathering data prior to site meetings. These methods of work have enabled a reduction in face to face time whilst still enabling us to maintain a significant level of support.

The accident \ incident count for the year shows a significant decrease in the number of reports over the previous year. This decrease is directly linked to the change in working arrangements due to the Covid-19 Pandemic.

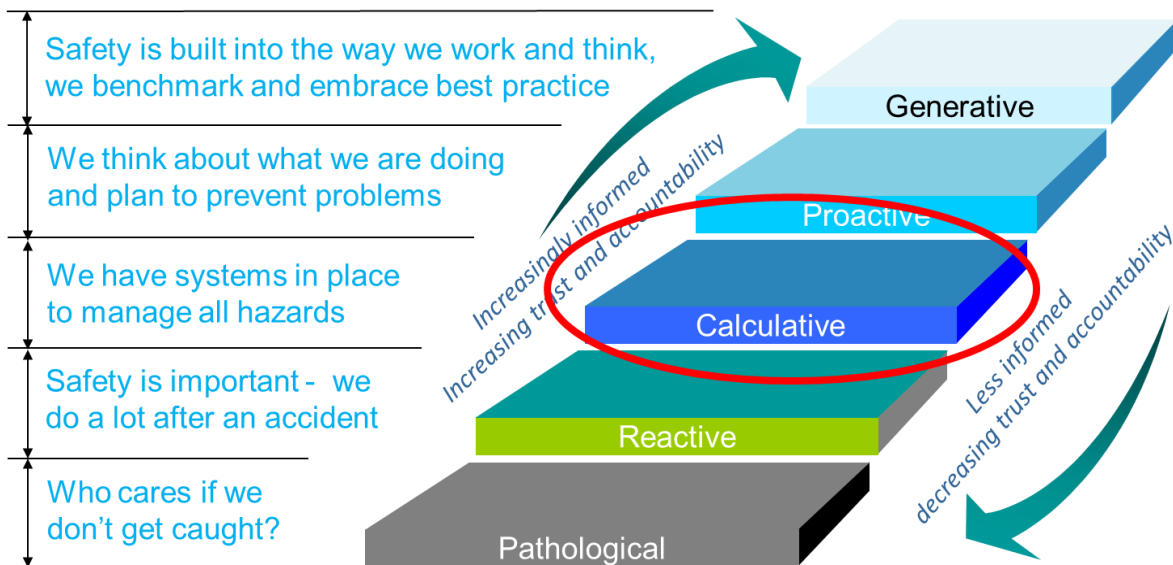
Throughout the financial year 2020\2021 none of our RIDDOR incidents were formally investigated by the HSE.

Hand Arm Vibration monitoring has continued through the reporting period with three additional diagnoses being reported. The HSE carried out a low level investigation and raised no concern in their findings.

There is a continuing need for employees to use the monitoring process and for managers to robustly ensure that this occurs to help minimise the risk of harm to employees and enable the organisation to fulfil its legal duties.

## DCC Safety culture.

Referring to the model below, DCC is assessed by CH&S as being an organisation that sits in the “calculative and proactive” zones.



Adapted from a Lattitude Productions Ltd. presentation

During the four years that we have been using this model to make an assessment of the DCC H&S culture we have seen an incremental improvement towards a proactive H&S culture. The process is one of continuous improvement with the long term goal of being a

fully “proactive” organisation where H&S is concerned. Pragmatism still indicates that becoming a wholly “Generative” organisation is an unrealistic target in the short and medium term.

The improvement is evident in many work areas that we have attended e.g.

- Schools.
- Community Support Services (CSS).
- Denbighshire Leisure Ltd.
- Waste management and collection.

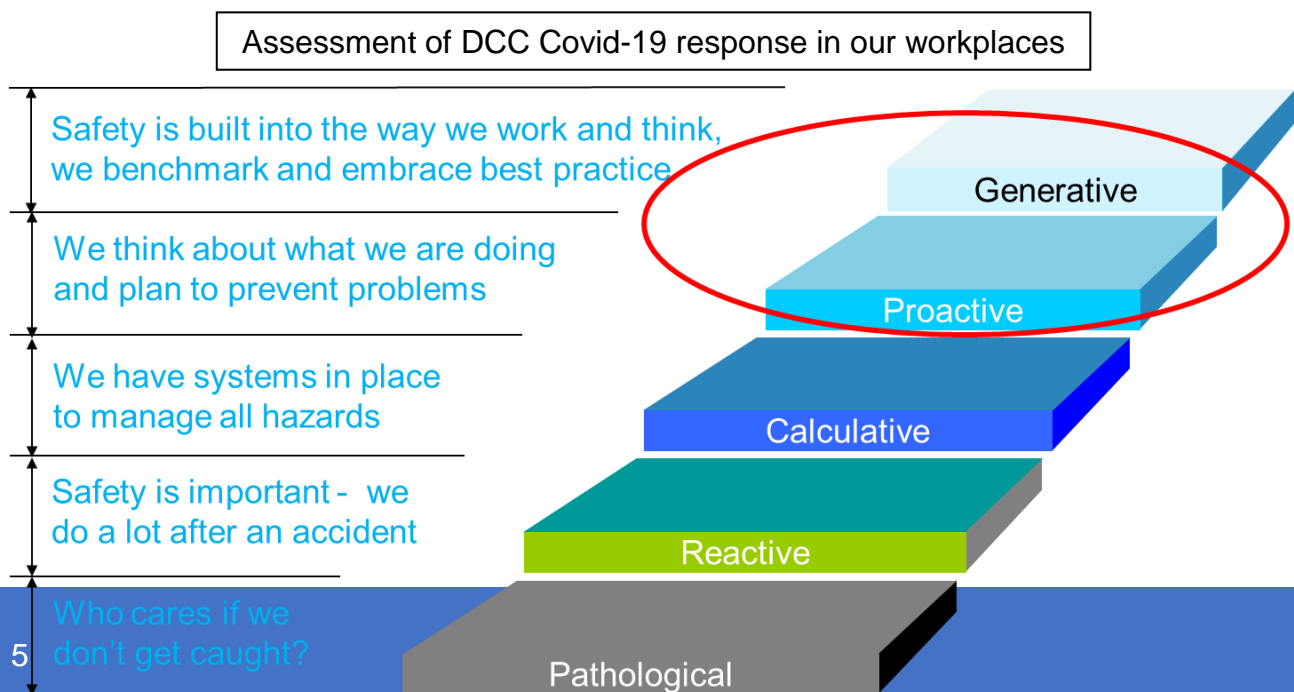
Many work areas rely on pre-existing H&S assessments (calculative) and respond to issues as they arise (reactive).

We do still come across some areas where records of H&S systems need to be improved rather than responding reactively to events. This forms an element of the continuous improvement process

It is comforting that we have not found any evidence of a “pathological” response to H&S management during our many monitoring activities, investigations, reactive work or provision of advice.

## Points of note during 2020 – 2021

### Covid-19 Pandemic.



DCC responded well to the rules and guidance that was developed by the various bodies to the extent that we evaluate the position of the organisation as broadly “proactive” with some “Generative” exemplars.

All schools developed school specific Covid-19 risk assessments from the templates provided. These assessments were reviewed a number of times and the operational plans that were developed from them were also regularly reviewed. The template used for this is attached to this report as Appendix 2

School leaders as a group performed well in the development of their individual Covid-19 RA’s and operational plans. Some school leaders displayed “generative” qualities, their work being of a standard that could be adapted and circulated to other schools as an example of best practice. The driving force behind this achievement was the Education Support Service.

The waste management and collection service is another area where constant review of RA’s and SSoW kept the service operating in line with the most current guidance.

Another example of good practice was seen in the return to work preparations for the Community Resource teams in Community Support Services. This preparatory work was challenging for managers to coordinate as it involved employees working in several shared work environments with BCUHB employees.

Many other operational teams asked for CH&S advice and shared their specific RA’s with us for comment.

A generic RA and SSoW were developed for the civic offices at the first indication that people would be able to return to the offices. These processes have been reviewed a number of times to reflect the changing face of the Pandemic and the WG guidance.

A DCC guidance document was produced to help to clarify the difference between face masks and face coverings.

The HSE position was reflected in all guidance documents and communications relating to managing the risk from Covid-19 in our workplaces.

HSE carried out a number of Covid compliance spot checks in DCC workplaces throughout the year. No issues were raised during the checks.

### **Hand Arm Vibration (HAV)**

In 2016 DCC procured electronic equipment that enables us to monitor employee exposure to Hand Arm vibration whilst using powered tools and equipment. An employee welfare follow procedure with Occupational Health was put in place around the monitoring process.

The HAV monitoring has continued through the reporting period with three additional diagnoses, one for HAVS and two for Carpel tunnel syndrome. The HSE carried out a low level investigation of one of the CTS diagnoses without coming into DCC and no concern was raised in their findings.

Although we have previously been able to demonstrate the validity of our process to the regulator, we should not underestimate the difficulties in maintaining the effectiveness of what we do. There is a constant challenge to get identified employees using the monitoring equipment consistently. Although the equipment is simple to fit and use there is a need to constantly drive the process forward. The difficulties emanate from human beliefs and behaviours, and therefore requires robust management support to ensure that we maintain an effective monitoring process to support and protect our employees and protect the organisation.

### **CH&S investigations, reports and significant project involvement examples**

- All RIDDOR reports are investigated to an appropriate level
- Hand Arm Vibration monitoring
- Cefndy Healthcare support
- School traffic management

- Workplace environmental monitoring
- Construction projects advice

### Accident \ incident statistics.

A breakdown of accidents and incidents is available in Appendix3.

All major accidents \ incidents that result in a RIDDOR report are subject to an internal investigation by CH&S. This can range from simple communication to a thorough and extensive investigation depending on the circumstances.

	2019\2020	2020\2021
• The total number of recorded incidents	3739	858
• The number of RIDDOR incidents	32	22

### CH&S team approximate time allocation excluding admin officer role

	Previous years	2021 to date
• Covid-19 organisation support		0%
60%		
• H&S training (development and delivery)	15%	3%
• Driver and plant training	15%	15%
• Monitoring	20%	2%
• Reactive work	25%	10%
• Back office and admin (not admin officer)	10%	10%

## Taking it forward into 2021 – 2022

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### Work plan for 2021 – 2022

The CH&S team work plan picks up on the significant areas needing support that have been identified during previous activities.



Covid - 19	This is a fluid situation. We will continue to monitor the pandemic and provide guidance and support as needed
Reactive work response	Continued response to reactive work requests
Accidents \ incidents	Monitor and review reports, investigate RIDDORS, drive reporting of all accidents in timely manner
Hand arm vibration (HAV) monitoring programme	Continuing providing monitoring support to operational teams that use powered tools.
Schools monitoring	School Traffic management.  The rest of this program is yet to be devised as it will be impacted by the Covid situation
Ionising radiation management in secondary schools	Two CH&S team members trained as (schools) Radiation protection officers  A continuous monitoring process.
Driver training and assessment  (Covid secure training)	Professional driver certificate of professional competence (CPC) training.  D1 assessments and plant machinery assessment  Rolling program

<p>Plant equipment training</p>	<p>Continue to deliver plant operator training on a range of machines e.g. Tele handler, Fork lift trucks etc.</p>
<p>H&amp;S training programme</p>	<p>E. learning is employed for some of the shorter courses although there are limitations with this method. E. learning does not lend itself to delivery of the behavioural and cultural aspects of safety management.</p> <p>Updated in house Face to face H&amp;S training</p> <p>The number of delegates will be managed per session to ensure delegates and trainers are able to maintain a safe distance from each other where practicable.</p> <ul style="list-style-type: none"> <li>• Managing Safely in DCC. Two days.</li> <li>• Lone working. Half day</li> <li>• Risk Assessment. One day</li> <li>• Working safely in DCC. One day</li> <li>• Subject specific short awareness courses e.g. COSHH, manual handling, ladders, Construction Design and Management.</li> </ul>
<p>H&amp;S committees and local meetings</p> <p>(Essential tool for consultation and communication with employees and unions. Key</p>	<p>(Currently by Teams)</p> <p>H&amp;S committees e.g. Joint consultative committee for H&amp;S and employee relations, service group H&amp;S committees and some operational level meetings.</p>

to employee engagement in H&S)	An opportunity for management and employee representatives to discuss H&S in a range of forums supported by CH&S
Continued development and proving of the action tracking process	Action tracker in place
Continuing development of targeted guidance	Standard guidance now in place but there is always something new to add or review
Continuing professional development and succession planning	All advisors required to maintain professional registration.
Succession planning	Develop staff for role succession and continuity and cover

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