

Appendix 1

BRENTWOOD BOROUGH COUNCIL

ENVIRONMENTAL HEALTH SERVICES

**CORPORATE
HEALTH AND SAFETY
PERFORMANCE REPORT
2017- 2018**

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INTRODUCTION

This performance report is a review of Brentwood Borough Council's health and safety progress on compliance over the past fiscal year covering the period from 1st April 2017 to 31st March 2018. This is in conjunction with the continued work in progress to improve health and safety culture and standards proactively, particularly within high-risk and medium risk areas, and reactively in a positive and constructive manner to learn from mistakes or incidents.

Overall there has been a very positive response to improving the Council's health and safety culture and systems during the past year. This has been demonstrated by the support and progress made by the Chief Executive, the Corporate Leadership Board (CLB) and the Senior Management Team (SMT) in engaging with health, safety, and wellbeing, along with the respective Departmental areas. Furthermore, this has involved collaborative work between the Corporate Health and Safety Advisor and the Service areas to review and develop their systems; and initiate improvements to increase compliance. As a result, this has positioned health and safety on a stronger footing and by being able to demonstrate compliance and risk management; and so, providing significant benefits to the Council. In the main these include; reduced enforcement action, improved employee wellbeing and performance, as well as reduced insurance claims and reduced sickness absence. At a time of significant opportunity and aspirations with projects and delivering quality services, against a background of change and progression, these principles support the Council's vision.

Considerable work has been undertaken by the Corporate Health and Safety Advisor to support the relocation of Departments and Services from the Town Hall in preparation for its remodelling phase. An integral part of this process has involved advising and monitoring contractor works to ensure safe systems of work were implemented. In addition, advice and support has been provided for the other locations involved in the Town Hall services relocation. Following the relocation, reviews of fire procedures, first aid arrangements, staff wellbeing and appropriate facilities have been undertaken.

Additional schemes of work have been actioned with Service areas such as Street Scene, Asset Management, Housing, Corporate Services, Planning, and Parking Services. A proactive risk based approach has been the driving force in improving the status and culture of health and safety across the Council. This has involved working with managers and employees, to identify the risks within their service and put appropriate controls in place. This has involved reviews of existing health and safety systems to include; the health and safety policy, fire management, lone working arrangements, risk assessments, contractor management, employee wellbeing, Community Services events and external events within the Borough.

It remains the intention of this Council to improve its' health and safety compliance in all significant areas '*so far as is reasonably practicable*' within the personnel and fiscal resources at its disposal.

Tony Sprackling
Environmental Health Manager
Environmental Health Services

Section 1: HEALTH AND SAFETY ARRANGEMENTS

1.1 Health and Safety Policy

The health and safety policy is a legal requirement and is fundamental to the Council's health and safety management system. It has been reviewed and updated in the past year and the statement of intent signed by the Chief Executive. The review incorporated an update of the Council's organisational structure and respective employee responsibilities. It also placed an emphasis on improving risk assessment process including consultation with employees and recording induction, as well as making review periods more effective. In addition, health surveillance, improved procurement and workplace inspections have been included. The revised policy has been submitted to the Policy, Projects and Resources Committee to be held on 18th September 2018.

Section 2: HEALTH AND SAFETY STRUCTURE AND REPORTING

2.1 Health and Safety Committee

The Health and Safety Committee continued to meet regularly in 2017/18 and helps to provide focus and co-ordination to the overarching objectives for improving health and safety within the Council. The committee met on three occasions in the reporting period between May, September and March 2018 respectively. The minutes and actions from these meetings were distributed to committee members and all Health and Safety Co-ordinators in order to feedback key information and actions to employees in their respective service areas. The main principles applied to these meetings was to develop the Council's health and safety system, to enable a greater sharing of information such as policy developments, organisational arrangements and health and safety legislation with committee members, Union representatives and all employees. The Committee aims to understand and improve the organisational risks, and these are communicated through the risk register and through CLB reports periodically. In addition, it empowers the Health and Safety Co-ordinators to support their respective service area and to up skill them. The objective is to assist them in proactively engaging with their service area and raise standards, as well as improving the health and safety culture and compliance.

2.2 Street Scene Health and Safety Meetings

The Council's Street Scene services are technical in nature and extend throughout the Borough. They incorporate high-risk and profile activities such waste collection services, grounds maintenance, parks and open spaces, burial services, street care operations, arboriculture and tree management, collection of fly tipping, as well as the vehicle workshop. The risks involved with these activities require significant support and advice to manage the risks and deliver a good quality service to the residents of Brentwood Borough. To enable a proactive approach to the risks, bi-monthly meetings take place, to address the inherent risks and manage the processes to enable good systems to be put in place and develop sustainable working practices. During the reporting year, many high risks have been discussed and taken forward to improve existing operational processes. Some of these discussions have covered working on the highway litter picking and management of fly tipping, as well as a focus on the A12 highway for litter picking given the higher risk this involves with multiple partner and agency working, which was successfully achieved. The management and maintenance of our parks and play equipment as well as supporting projects for revitalised play areas to reduce the risk of aging equipment has been the focus of discussion. Furthermore, this has extended into areas such as waste

collections and disposal, traffic management, procurement of equipment and machinery, fire management, working at height, employee training, use of substances and chemicals, and contractor management. Work streams have been developed from these meetings to manage the risks proportionately and effectively.

2.3 Safety Advisory Group (SAG)

The Brentwood SAG is co-ordinated by the Local Authority (LA) and made up of representatives from the Council departments, emergency services, other relevant bodies and the event organiser. The purpose of the SAG is to provide a forum for discussing and advising on public safety at an event. The aim is to help the organisers with the planning and management of an event, and to encourage cooperation and coordination between all relevant agencies. The outcome is that events that affect public safety can be well planned and managed for safe and successful activities.

During this reporting year, a significant amount of resource has been provided to enable high profile events in the Borough to be undertaken safely. These have included; the Strawberry Fair, the Brentwood Festival, Remembrance Day Parade, Lighting Up Brentwood and Shenfield Christmas Fayre. Other events throughout the Borough have also been evaluated to advise the organiser of safe operation and delivery of their events. The benefit of these meetings is to enable a proactive approach to be adopted towards risk management, signposting concerns and encouraging appropriate control measures to be implemented. It also enables the Council's reputational risk to be managed well and reduces the likelihood of civil or criminal prosecution. The economic benefits to the Borough and residents' enjoyment are also recognised. In addition, requests for events on Council owned land and open spaces has increased and thereby reviewed to ensure appropriate systems and controls are in place to protect the public and the users at these events; as well as minimise the Council's risk exposure.

Section 3: HEALTH AND SAFETY STANDARDS

3.1 Brentwood Council Standards

Brentwood Borough Council has a range of Health and Safety Standards to assist managers and employees to implement the legal requirements as defined by law. A review of the current standards on the Health and Safety Microsite has been undertaken to identify which need to be updated. This is usually prompted by one of the following; legislative changes, Health and Safety Executive reviews of Approved Codes of Practice or changes in practice. The Working at Height Standard has been updated to improve better management given the variety of equipment and machinery that is used. The Risk Assessment Standard has been revised to improve the efficiency of reviews of assessments. It has also incorporated a revised risk assessment template to simplify the understanding of the risk factors for operational employees when using risk assessments. A review of the Cautionary Contacts Standard has also been undertaken, to improve and incorporate a review panel for those persons on the register and identify additional controls where required. A review of fire procedures and arrangements with other landlords has taken place to ensure the arrangements are fit for purpose following the Town Hall relocation to several locations whilst the remodelling is undertaken.

A review of the Asbestos Management Standard is in progress. In addition, the Hand and Arm Vibration Standard is being revised to incorporate the latest best practice. Other Health and Safety Standards have been identified for review during the current financial year.

Section 4: HEALTH AND SAFETY MICROSITE

4.1 Improving Communication of Health and Safety Information

Several web pages of the Health and Safety Microsite have been updated and refreshed to improve engagement and communicate new information. These include:

- The risk assessment webpage has been improved to simplify the information on method statements for more complex work activities with higher risk. Furthermore, the page has also been updated to assist managers to review their risk assessments in a timely manner based on the risk of the activity. The web page also incorporates a link to the revised standard risk assessment template to enable a risk awareness of activities through the red, amber and green traffic light colours to be incorporated into the assessment.
- The Safety in Working Alone web page has been refreshed to incorporate people skills to assist staff to interact in a positive manner with customers and be aware of potential signs of escalation of challenging behaviour. This update followed specific training to up skill staff working outside the Town Hall in other locations.
- The First Aid and Fire Marshal Information web page has been revised to reflect the organisational arrangements.
- Improving communication of the health and safety website by upgrading to new Microsite pages and improving the formatting and presentation of the information. This is work stream is in progress and is forecast to be completed in the next financial year.

Section 5: RISK ASSESSMENT AND RISK CONTROL

5.1 Health and Safety Risk Assessments

The approach adopted has been to focus on the high-risk within the Council. Support has been given to Department areas such as refuse collection and disposal; including the Mechanical Biological Treatment (MBT) facility, grounds maintenance, street scene operations, parks and open spaces. Further work has also been undertaken with Housing, Planning and Asset Management to ensure the significant risks of service delivery are being identified, controlled and monitored. During the reporting year, the review of fire risk assessments has been undertaken within the Housing Service and Asset Management to identify any required actions and undertake their implementation. To assist with the process of risk assessment review during the year, joint working with Brentwood Corporate health and safety and Thurrock Corporate health and safety has been undertaken, to enable appropriate levels of provision to be maintained. In addition, water hygiene (legionella prevention) assessments have also been reviewed to improve compliance. Additional assessments have been initiated to support Council activities such as 'Litter Picking on the A12', 'Refuse Collection Rear Body Clear Out', 'Special Refuse Collections for Bulky Household Waste', 'Car Parks and Vehicle Movements in Parks and Open Spaces', 'Fuel Deliveries of Diesel', 'Gas Oil', 'Petrol and Ad-Blue', 'Litter Picking on the A127' 'Pest Control on the Golf Course' 'Angle Grinding' 'Use of the Glutton Cleaning Machine', 'Pedestrian Access in Parks and Open Spaces', 'Traffic Island Cleaning', 'Strawberry Fair', 'Apprenticeship Work

Placements', 'Remembrance Day Parade', 'Lighting up Brentwood', 'Shenfield Christmas Fayre' and 'Pregnant Employees Risk Assessments' have been produced.

Where an incident has occurred, and it was identified that for significant risks, a risk assessment was not completed; the Corporate Health and Safety Advisor has worked with the respective managers to enable a risk assessment to be completed to prevent an incident recurrence. Following the risk assessment production, consultation with appropriate employees is undertaken, to enable awareness of the risks through induction, and this is being documented. By enabling this process, all required controls to manage significant risks and employee wellbeing are put in place.

With the development of new ways of working and hot desking as an innovative concept for the Council, Display Screen Equipment (DSE) assessments have been undertaken; and this work plan is set to continue. Thus, as this style of working continues moving forwards additional assessments will be required to ensure we are managing the risk of mobile, home and hot desking work.

Section 6: HEALTH AND SAFETY TRAINING

6.1 General Health and Safety Training

Investment in staff training over the past year has been given to support training of employees to manage the risks inherent within their service and to develop competency. This contributes to a positive health and safety culture, better efficient safe working practices, employee wellbeing, as well as reducing incidents.

Training by type undertaken during the year includes:

Training Activity	Number of Staff Trained
Safe Moving and Handling	31
Environmental Permitting Operator	2
Managing Conflict and Aggression	18
Signing, Lighting and Guarding on the Highway	5
Street Works Excavation and Reinstatement	2
Abrasive Wheel Principles Course	7
Cat and Genny Highway Training	1
Refuse Collection Combi Vehicle Training	9
Driver CPC Training	31
First Aid Training	12
Fire Marshal Training	8

The health and safety training matrix has seen a significant increase in the number of employees attending training. In the last year, a broad range of service areas have attended training, which includes: Street Scene and Housing Services, as well as Electoral Services, Customer Contact Reception Services. All training certificates are collated and uploaded onto the Health and Safety Training Matrix to provide an audit trail of competency training levels.

Section 7: HEALTH AND WELLBEING

7.1 Employee Wellbeing

To help improve employee wellbeing and in line with the Health and Safety Executive (HSE) national initiative to improve health and wellbeing for employees a planned approach to develop employee awareness of Mental Health issues and conditions was devised and delivered by MIND of Brentwood. The three sessions helped front line employees gain an insight into some of the conditions that can affect one on four persons nationally. The sessions were well received and not only aided a better understanding personally of factors that can trigger this type of ill health, but also support mechanism to help manage or signpost to support agencies for further advice. Furthermore, Stress Awareness Training sessions have also been delivered to raise awareness of stress and how to manage this in a working environment. Mindful Employer - Being a Mindful Manager training has also been provided to enable managers to have a practical guide to support staff with a mental health condition. 'Time to Talk Day' - soup and chat, and walk and talk activities; head, neck and shoulder massage to relieve musculoskeletal tension have all been successful initiatives, supported by the NHS to enable better mental health outcomes. Well being Champions are now representing the various Service group areas of the Council and encouraging healthy activities and health promotion. Part of the health promotion involved the Employee wellbeing checks with Provide which included body mass index (BMI), cholesterol, blood pressure and wellbeing status. This initiative was well attended by operational staff and encouraged health forming attitudes.

Section 8: HEALTH AND SAFETY INTERNAL AUDIT

8.1 Audit of Street Care Services

During the fiscal year 2017/18, an audit was undertaken to evaluate performance and compliance with health and safety. The Street Care services department was chosen. The outcome from the audit was positive and beneficial in that health and safety systems and procedures are in place and the suggested improvements were acknowledged and are currently being implemented. Some of the key recommendations have been incorporated into the Health and Safety Policy following its annual review. Furthermore, other recommendations have been addressed departmentally and where there is a broader application, such as software support, it is being addressed at a corporate level.

Section 9: HSE ENFORCEMENT AND NOTICES

There were no HSE prosecutions or notices issued to the Council in this reporting period.

Section 10: ACCIDENT / INCIDENT REPORTING

Fig 1: Table of Accidents/Incidents reported by Service Area for 2017/18

Service Area		Corporate Services and Finance	Street Scene & Environment	Environmental Health	Planning & Development	Housing Services	Legal & Governance	Business Transformation	TOTAL
Month	Person Type								
Apr 17	Employee	0	4	0	0	0	0	0	4
	Non-Employee	0	0	0	0	0	0	0	0
May 17	Employee	0	0	0	1	0	0	0	1
	Non-Employee	0	0	0	0	1	0	0	1
June 17	Employee	1	2	0	0	1	0	0	4
	Non-Employee	0	0	0	0	0	0	0	0
July 17	Employee	1	2	0	0	0	0	0	3
	Non-Employee	0	0	0	0	2	0	0	2
Aug 17	Employee	0	0	0	0	1	0	0	1
	Non-Employee	0	1	0	0	0	0	0	1
Sept 17	Employee	0	2	0	1	2	0	0	5
	Non-Employee	0	0	0	0	0	0	0	0

Service Area		Corporate Services and Finance	Street Scene & Environment	Environmental Health	Planning & Development	Housing Services	Legal & Governance	Business Transformation	TOTAL
Month	Person Type								
Oct 17	Employee	0	0	0	0	2	0	0	2
	Non-Employee	1	0	0	0	0	0	0	1
Nov 17	Employee	0	4	0	1	0	0	0	5
	Non-Employee	0	0	0	0	1	0	0	1
Dec 17	Employee	0	4	0	0	0	0	0	4
	Non-Employee	0	1	0	0	3	0	0	4
Jan 18	Employee	0	3	0	0	0	0	0	3
	Non-Employee	0	0	0	0	2	0	0	2
Feb 18	Employee	0	0	0	0	0	0	0	0
	Non-Employee	0	0	0	0	2	0	0	2
Mar 18	Employee	2	1	0	0	0	0	0	3
	Non-Employee	0	1	0	0	0	0	0	1
Total by Service Area	Employee	4	22	0	3	6	0	0	35
	Non-Employee	1	3	0	0	11	0	0	15
Total		5	25	0	3	17	0	0	50

Figure 2: Comparison of Incident data 2015-16 with 2016-17 and 2017-18

Service Area		Corporate Services and Finance	Street Scene	Environmental Health	Planning & Development	Housing Services	Legal & Governance	Business Transformation	Council Tax & Revenues	TOTAL
2015/16	Person Type									
Total by Service Area	Employee	1	15	0	3	8	0	2	0	30
	Non-Employee	0	2	0	0	6	0	0	0	8
Total		1	17	0	3	14	0	2	0	38

Service Area		Corporate Services and Finance	Street Scene	Environmental Health	Planning & Development	Housing Services	Legal & Governance	Business Transformation	Council Tax & Revenues	TOTAL
2016/17	Person Type									
Total by Service Area	Employee	3	11	1	2	6	0	0	1	24
	Non-Employee	1	3	0	0	6	0	0	0	10
Total		4	14	1	2	12	0	0	1	34

Service Area		Corporate Services and Finance	Street Scene	Environmental Health	Planning & Development	Housing Services	Legal & Governance	Business Transformation	TOTAL
2017/18	Person Type								
Total by Service Area	Employee	4	22	0	3	6	0	0	35
	Non-Employee	1	3	0	0	11	0	0	15
Total		5	25	0	3	17	0	0	50

10.1 Incident statistics commentary

With reference to the 'Comparison of Incident data between 2015-2018' (figure 2) it is clear that there has been a positive increase in incident reporting, particularly in the last reporting year. As noted from last year's Health and Safety Annual Report further work was required to enable improved reporting. The recommendations identified below to encourage reporting have been implemented as follows:

- Revision of the Incident Report Form (IRF) to simplify the form to improve ease of reporting
- Raising awareness via the Health and Safety Committee
- Through greater interaction with departmental heads; as well as
- In collaboration with CLB in line with associated reports to encourage further compliance

10.2 Incidents by causation

Comparison of Incident data 2016-17 with 2017-18

Fig 3: Table of causation of incidents

2016-17 Type of Incident	Struck by or Against	Verbal abuse and threatening behaviour	Slip/ Trip/ Fall	Contact with sharp or hot object	Road Traffic Accident	Manual Handling	Spatial Awareness	Near Miss	No Injury Incident	Damage to property	Equipment mechanical malfunction	Mental III Health	III Health	Total
No. of incidents and accidents	6	5	7	3	1	3	1	1	0	2	2	2	1	34

2017-18 Type of Incident	Struck by or Against	Verbal abuse and threatening behaviour	Slip/ Trip/ Fall	Contact with sharp or hot object	Road Traffic Accident	Manual Handling	Spatial Awareness	Near Miss	No Injury Incident	Damage to property	Equipment mechanical malfunction	Mental III Health	III Health	Total
No. of incidents and accidents	7	6	15	4	2	8	3	2	1	1	0	0	1	50

In line with the 'Comparison of Incident data 2016-17 with 2017/18' (figure 3), it is evident that there has been an overall increase in reporting of slips, trips and falls particularly by members of the public. In addition, the table highlights the increase of manual handling, struck by/or against an object and spatial awareness incidents. As a result of these trends, refresher manual handling training has been actioned and a programme in place to ensure all relevant employees are provided with sufficient refresher training.

Furthermore, in relation to the incidents for verbal abuse and threatening behaviour the number of incidents have not decreased; however, to demonstrate the Council's position it take a zero tolerance approach and therefore additional individuals have been added to the Council's Cautionary Contact Register which records unacceptable behaviour towards employees from members of the public.

10.3 Incidents by Types of Injury

Fig 4: Table of injury types

2017-18 Type of Injury	Cut/lacerations /puncture wounds	Stress/Anxiety	Muscular Sprain/Strain	Bruise/Graze	Burn/Scald	Compression	No Injury	Total
No. of injury and accidents	9	6	14	12	0	3	6	50

10.4 Incident Trends

Commentary: Corporate Health and Safety have reviewed all these incidents and discussed with the respective line managers where improvements can be made to prevent recurrence. Such improvements are recorded on the individual incident forms as a permanent record of the action taken. The number of accidents shown against Street Scene as well as Housing Services reflects a range of incidents that have been investigated and where controls have been improved.

More effective reporting of verbal abuse and threatening behaviour by Housing Services and the Customer Contact Centre is to be commended. This has led to improved analysis of incidents of this type as well as increased use of the Council's Cautionary Contacts Register.

Statistically, slips, trips and falls are historically known to account for a higher proportion of incidents within most organisations. On average, they cause 40 per cent of all reported major injuries (HSE). In this year's report, this incident type only occurs on seven occasions which statistically is only 25 per cent of total occurrences, which demonstrates a reduction in this type of incident. Most slips, trips and falls resulted in minor bruising and grazes.

Muscular sprains and strains incidents are significant, so investment in manual handling training in the respective Service area has been implemented. Cuts are as a result of slips, trips and falls as well as human behaviour when using equipment or carrying out a task incorrectly. This is rectified through proportionate incident investigation.

11.0 RISK ASSESSMENTS ON THE HEALTH AND SAFETY MATRIX

Fig 5: Table of Risk Assessments and Safe System of Work (SSOW) produced by Service Area

Statistic/ Name of Service	Corporate Services	Street Scene	Planning and Environmental Health	Housing Services	Finance	Customer Services	Community Services
No. of Risk Assessments on the Matrix	6	41	14	4	4	5	5
No. of Additional Assessments required	4	10	1	5	0	1	0
No. of Safe System of Works (SSOW) on the Matrix	0	8	2	1	0	2	0

11.1 Risk Assessment Development

Commentary:

Good progress has been made during the year in the production of assessments to improve the Council's risk management in particular within Street Scene. Improvements to the risk assessment Standard template should aid better risk understanding in the coming financial year, as the risk rating Red, Amber and Green (RAG) flag system for new risk assessments is used. For risk assessments that are reviewed they will also change to the new template format. This combined with the revised review period should dependent on the overall risk rating should make reviews more efficient and timely based on the risk the activity presents.

Further work is being undertaken with Street Scene with ten assessments required and currently two out for consultation and a further two assessments currently in production. Housing are needing at present to produce five assessments. Other Service areas have been identified for support, such as Corporate Services, Election Services, Community Safety and Civil Enforcement. Included in the table above is the current assessment of the required additional assessments that need to be produced by the respective service areas. This will change as time progresses but may well increase to reflect risks from the introduction of new activities or via a review of risks in a service area.

Ends.

