

CORPORATE ANNUAL HEALTH AND SAFETY REPORT 2020/21

1. Purpose of this report

1.1 This report provides a summary of health and Safety activity of the Council for the period of 1 April 2020 to 31 March 2021 in order to provide assurance of the Council's commitment to the management of health and safety risks and the Council's H&S management system. The report also provides an update on the following:

- The Council's compliance with legislative and regulatory requirements;
- H&S corporate management system summary;
- Accidents and incidents reported;
- Training delivered;
- Occupational health provision;
- Inspections and audits;
- Joint consultation;
- Partnerships;
- Key achievements for the period 1 April 2020 to 31 March 2021;
- Planned activity during 2021/22;
- Risk;
- Conclusions.

2. Background and Corporate Management

2.1 The health, safety and wellbeing (HSW) arrangements within the Council is of paramount importance. The Health, Safety and Emergency Planning Officer was a single officer service within the Council, who endeavours to continually monitor HSW performance within the authority in order that improvements can be identified and action taken to ensure legal compliance, financial efficiencies and, most importantly, to safeguard the safety and health of staff, customers, volunteers our contractors and others.

2.2 The Health, Safety and Emergency Planning Officer (HSEPO) completed work tasks using two comprehensive H&S and Emergency planning / Business Continuity work plans during 2020/21. A work plan is a workplace strategy aimed at helping to solve problems, boost drive and focus and is commonly implemented for a period of twelve months.

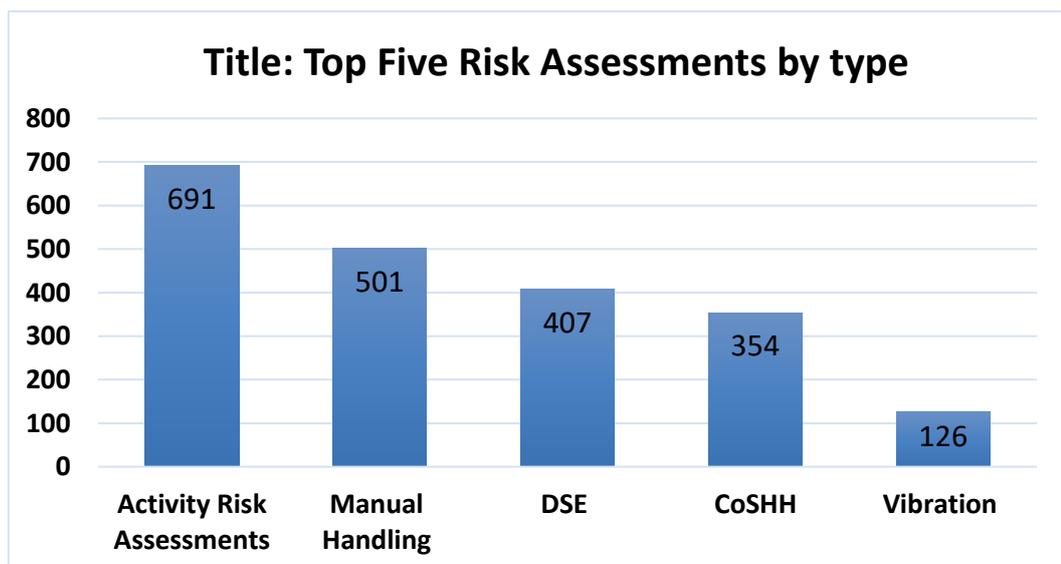
2.3 The HSEPO received temporary administration support to address the risk area of occupational health duties at the end of Quarter 2. The support lasted for 4 months, a couple of days a week from a personal assistance to the Senior Leadership Team (SLT).

2.4 The coronavirus pandemic required significant resource and maintained this high level of demand throughout the year. Unfortunately, due to the nature of the emergency, the pandemic required both 100% from the H&S part of the role as well as the emergency planning officer role simultaneously. This was the most challenging prolonged impact the HSEPO had ever experienced. Clearly, one officer could not resource both roles. Therefore, several proactive work areas were put on hold to focus on supporting the Council's response and recovery.

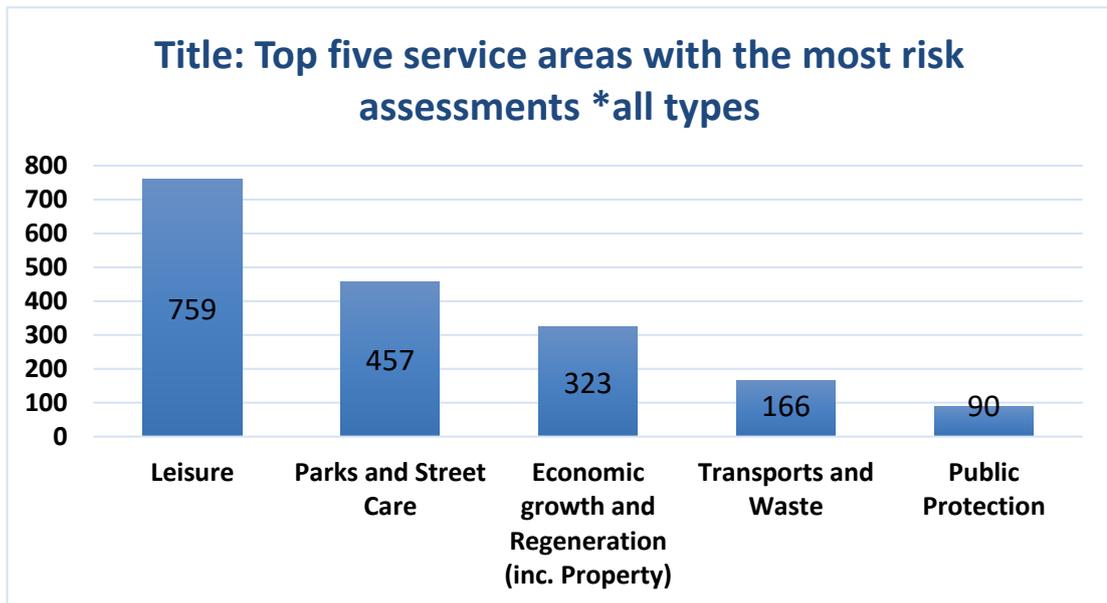
2.5 AssessNET is the Council's main H&S software. The risk assessment module on AssessNET is the location for activity risk assessments to be generated, stored and accessed. AssessNET remains the main single information depository through the AssessNET portal accessed through the Council's intranet page. AssessNET (activity Risk Assessments) saw a rise of 16% in activity assessments being generated in response to the Covid-19 emergency during the year 2020.

2.6 As a result of the **second** annual risk assessment return, the Council now has a better understanding of the risk assessment profile. At the end of data collection exercise a new total of **2346** risk assessments were recorded, at year end. The 2020/21 return reflected a 100 risk assessment increase (or 4% increase) compared to the 2019/20 overall return. Bar chart 1 below shows the five largest assessments by type at the Council. They are Activity Risk Assessments. Secondly, Manual handling, third Display Screen Equipment (DSE) assessments (DSE assessments consist of two types of assessments self-assessment and home worker assessments). The fourth highest assessment total was the Control of Substances Hazardous to Health (CoSHH) assessments and the fifth category was Vibration assessments.

2.7 Bar Chart 1. The top five risk assessments by type for the whole Council.



2.8 Bar Chart 2. The top five service areas with the most risk assessments for all types of assessments.



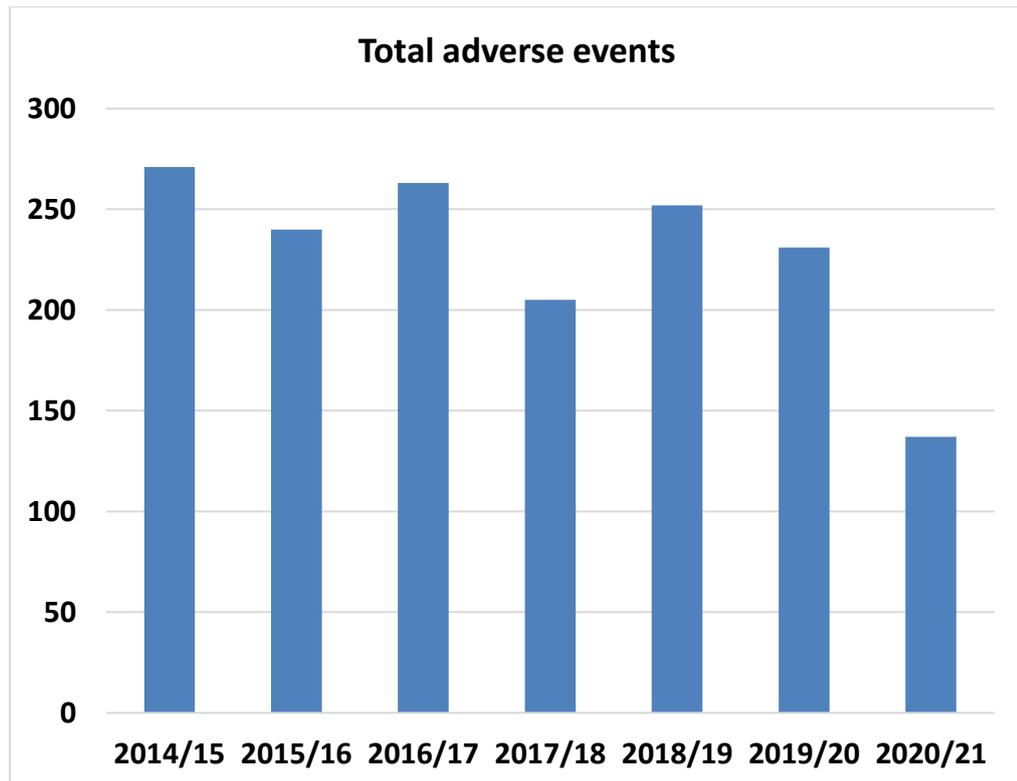
2.9 Due to restructures in 2020/21, there has been a change in departments that are in the top five service areas. Leisure and Parks and Street Care remain the top two. When both Leisure Services and Parks and Street Care risk assessments are combined together they total 1216 or 54% of Council H&S risk assessments. The five service areas listed combined together totals 1795, or 80% of Council H&S risk assessment profile. The remaining 20% of risk assessments amounts to all other remaining service areas not listed, or 451 assessments. In comparison to last year's return, it follows a similar pattern with the exception of Public Protection now replacing Customer services. Transport are likely to have been the realistic third position, but this year Economic and Regeneration is an amalgamation of four departments. (Property services, estates, welfare support and economic growth). The changes are more a result of Council restructures rather than increasing risk position of Public Protection or say a reducing picture in Customer services.

2.10 The HSEPO maintains and updates corporate H&S polices and guidance. The corporate policies and guidance documents are used by management and wider workforce to aid them in meeting Council and individual H&S responsibilities. It must be noted this work area was significantly affected by the coronavirus pandemic in terms of business as usual policy review work.

3. Accidents and Incidents Reported

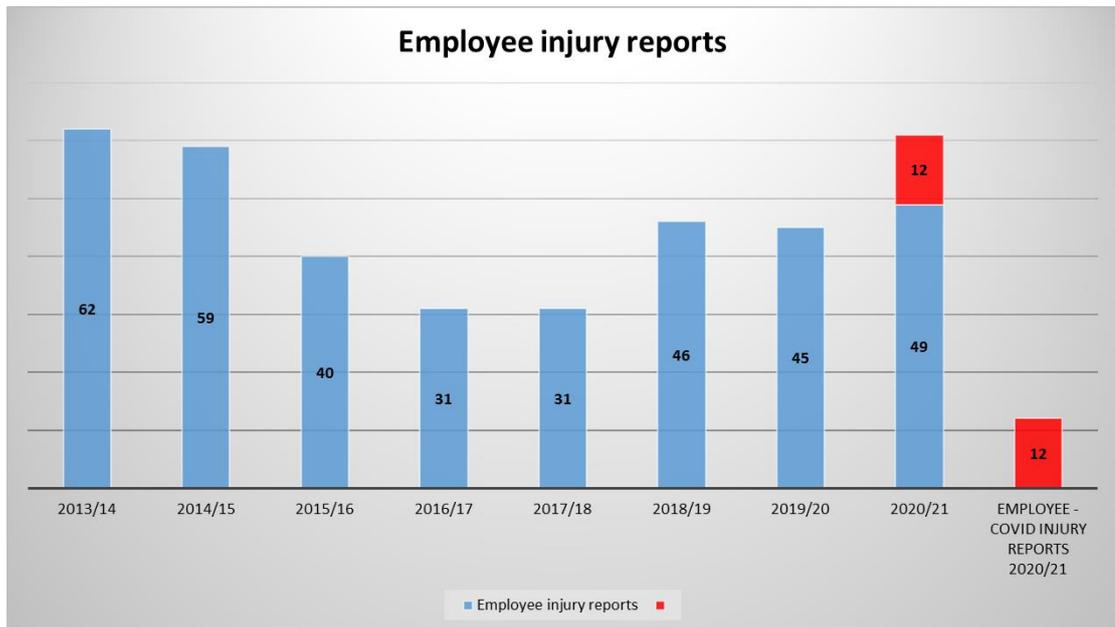
3.1 AssessNET is the Council's main H&S software for recording accidents and incidents. The software enables an improved and immediate identification of any loss, liability or damage that may lead to a claim against the Council, together with any information or explanation required.

- 3.2 The HSEPO continued to collate, prepare and submit accident statistics and other safety reports for management to measure safety performance.
- 3.3 Information on accidents, incidents and ill health can aid the review of risk assessments, helping to develop solutions to potential risks. These records can also help to prevent future injuries and ill health and develop better training materials and mitigate costs from accidental loss.
- 3.4 Bar chart 3. Total number of Accident and Incident (All Adverse Events) for the last 7 financial years. From 2014/15 to 2020/21.



- 3.5 Leading up to 2019/20 the level of reporting for all types of adverse events was fairly consistent. There was a significant dip in 2020/21, due to the pandemic lockdowns, various tier restrictions, business closures including leisure centres, community centres and other venues. All accumulated in a lower level of adverse events. Of note, Leisure services saw a dip in total reports. Leisure services in normal operations will report the highest number of incidents in comparison to any other department. This is due to the nature of the activities and services they provide with the majority of incidents being sports or activity participation related. In terms of total numbers by year. They were as follows: 2014/15; 2015/16; 2016/17; 2017/18; 2018/19, 2019/20 and 2020/21 saw 271; 240; 263; 205; 252, 231 and this last year 137 adverse events reported respectively.

3.6 Bar chart 4. Employee Accidents and incidents (eight year totals)



3.7 Employee injury reports have an eight year mean of 47 accidents and incidents each year. In 2020/21 there was 61 employee accidents and incidents which resulted in an injury. There was 12 coronavirus related injuries, or 20% of the total injuries for 2020/21. With coronavirus related injured omitted the total for 2020/21 would have been 49. This represents a very marginal increase on the eight year average.

3.8 Accident Incidence Rate (AIR)

The H&S profession uses a Accident Incidence Rate Formula. Number of work-related injuries x 1,000, divided by the Average number of employees.

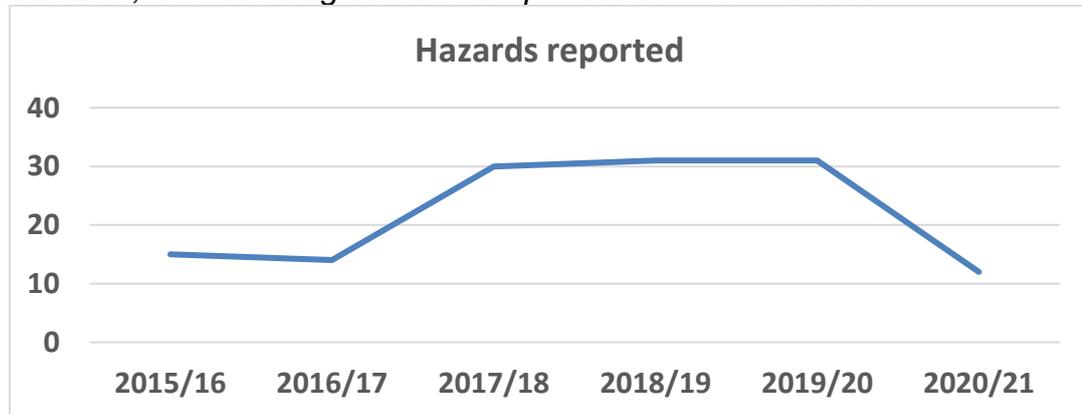
Financial Year	Total Number of employee accidents	multiplier	Average number employees	AIR
2020/21 (excluding Covid-19 injuries)	49	X 1000	480	102
2020/21	61		480	127
2019/20	45		512	88
2018/19	46		560	82
2017/18	31		610	51
2016/17	31		630	49

3.9 Employee injuries have shown a fluctuating level reporting historically. The HSEPO started in post in January 2014, a suite of accident and incident investigation training has been delivered year-on-year, with the exception of 2020/21. This may explain a degree of the decrease in the first few years

afterwards. Reporting became easier for employees and managers in January 2018 when AssessNET went live. This may explain the slight rises in 2018/19 and 2019/21, the exception of 2020/21 saw a large increase in coronavirus work related absences. All except one illness and disease report were attributed to covid-19, with one other relating to Carpal Tunnel Syndrome reportable disease to the HSE in 2020/21. Even with the coronavirus injured omitted the AIR stands at 102 for 2020/21.

- 3.10 Whilst the workforce has on average decreased in size, the AIR has seen a gradual increase. HSEPO believes 2020/21 can be in part accounted for by the increased level of employee accidents associated with the pandemic. Many factors are attributed to increasing AIR figures. This risk has been highlighted to management and future work to address this increasing trend will be advised. For example. The HSEPO recommends that as part of service planning H&S should be prioritised and placed at the heart of planning processes and staff appraisals. This has proven results, as the standards in Community Relations past audit reports previously identified.
- 3.11 A healthy reporting culture has high levels of hazard and near miss reporting. These are the adverse events that the Council wants to be identified to help prevent someone getting hurt or property being damaged. It is believed that the increase in reporting is not a reflection of a worsening position, more a better reflection of reporting events that were possibly not reported historically via the previous paper based system.
- 3.12 Line chart 2. Shows the number of Hazard reports reported between 2015/16 to 2020/21.

A Hazard, 'is something that has the potential to cause harm'.



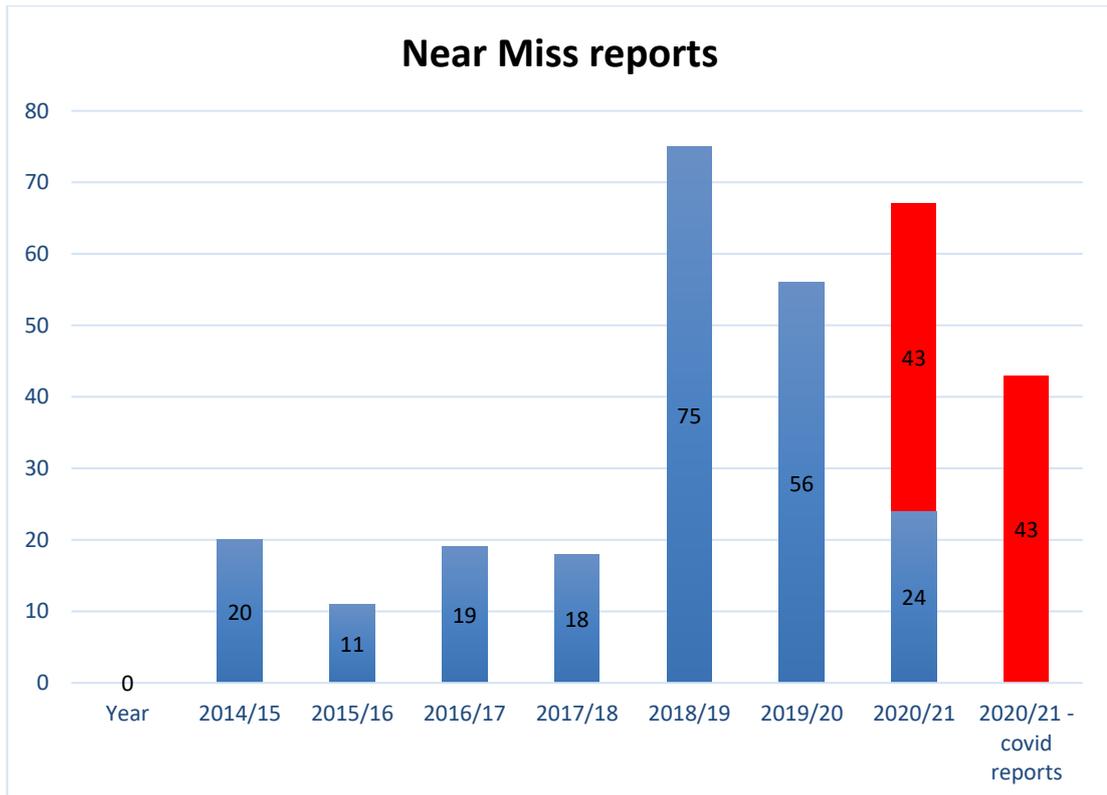
- 3.13 The year-on-year totals are as follows: 2015/16, 2016/17, 2017/18; 2018/19, 2019/20 and 2020/21 were 15, 14, 30, 31, 31 and 12 respectively. A high level of hazard reports can be viewed as reflecting a healthy improving reporting culture.
- 3.14 The number of hazards reported initially doubled when AssessNET was first introduced (January 2018). The last two years leading up to 2020/21 saw marginal increases in the levels of reporting. The hazards reported dropped to 12 for the last financial year. This is understood to be the 'covid affect' which saw the buildings, and other facilities largely closed during the lockdown and

Government restrictions encouraging home working. This effectively meant there was less officers in our buildings and premises to spot hazards. It is a reasonable expectation that hazard reporting should return to pre-covid reporting levels once the pandemic is over.

3.15 Bar chart 5. Total Near Miss reports for the last seven years

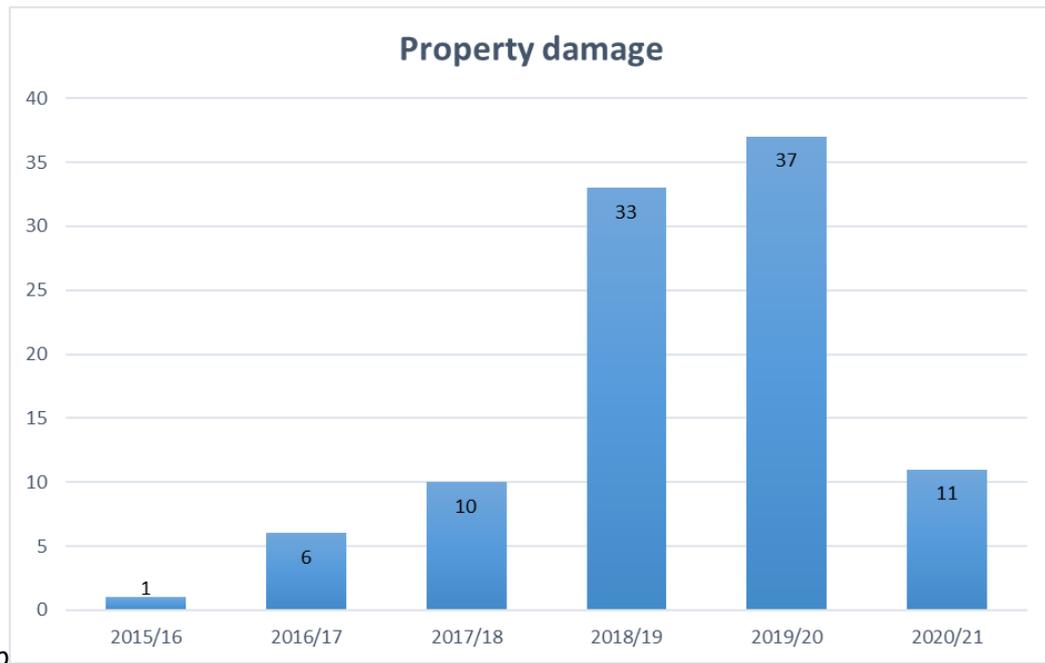
Definition of a Near Miss. A **Near miss** is an event that, while not causing harm, has/had the potential to cause injury or ill health

There was 67 Near Miss reports reported in 2020/21. See bar chart below.



3.16 A large proportion of near misses were associated with coronavirus illness/disease reports linked to potential covid-19 exposures. You will see in 2020/21 – covid reports amounted to 43 of the total 67 near miss reports in 2020/21 (or 64% of the total reports). Near miss reports were due to various reasons, including misunderstandings between customers disagreeing with or not following Council rules, non-compliance issues with Government coronavirus guidance and examples of enforcement action. Others related to verbal abuse and other violence incidents that occurred but those that did not result in an injury, these varied from members of public abusing staff due to missed bins, leisure activities and other property related near miss reports.

3.17 Bar chart 6. Property Damage reports for the last six financial years



3.18 There was 11 Property Damage reports reported in 2020/21.

3.19 It is believed that the level of property damage reports in recent years is not a reflection of a worsening position or that Council is seeing more damage to property or property being damaged by Council activities, nor that we have a more accident prone workforce. Between 2015/16 to 2020/21 the cumulative year totals for property damage reports were 1, 6, 10, 34, 37 and 11 respectively. The statistics are seen as an improving level of reporting by officers that is similar to the increase in hazards reported. It is therefore considered to be a better reflection of reality in comparison to under reporting in past years. Like with hazards reporting, the 'covid affect' has also been a factor with property damage reporting levels in 2020/21.

3.20 In summary, the property damage reports included:

- 1 Accidental damage / loss incident;
- 1 - Theft and Attempted theft incident;
- 9 - Vandalism / Malicious Damage incidents.

4. Training Delivered

4.1 The HSEPO delivered a reduced programme of training in 2020/21. This was due to training resource being diverted to the coronavirus pandemic emergency. In terms of H&S competence of officers, to ensure the Council has competent staff to identify and manage risk, it is important that competence is evidenced at all levels throughout the Council through training records. This is in part achieved through the provision of HSEPO delivered and commissioned H&S training. As new ways of delivering internal courses emerge it will be even more important that managers and supervisors attend training and ensure their teams complete training. For example. Completing modules on the forthcoming

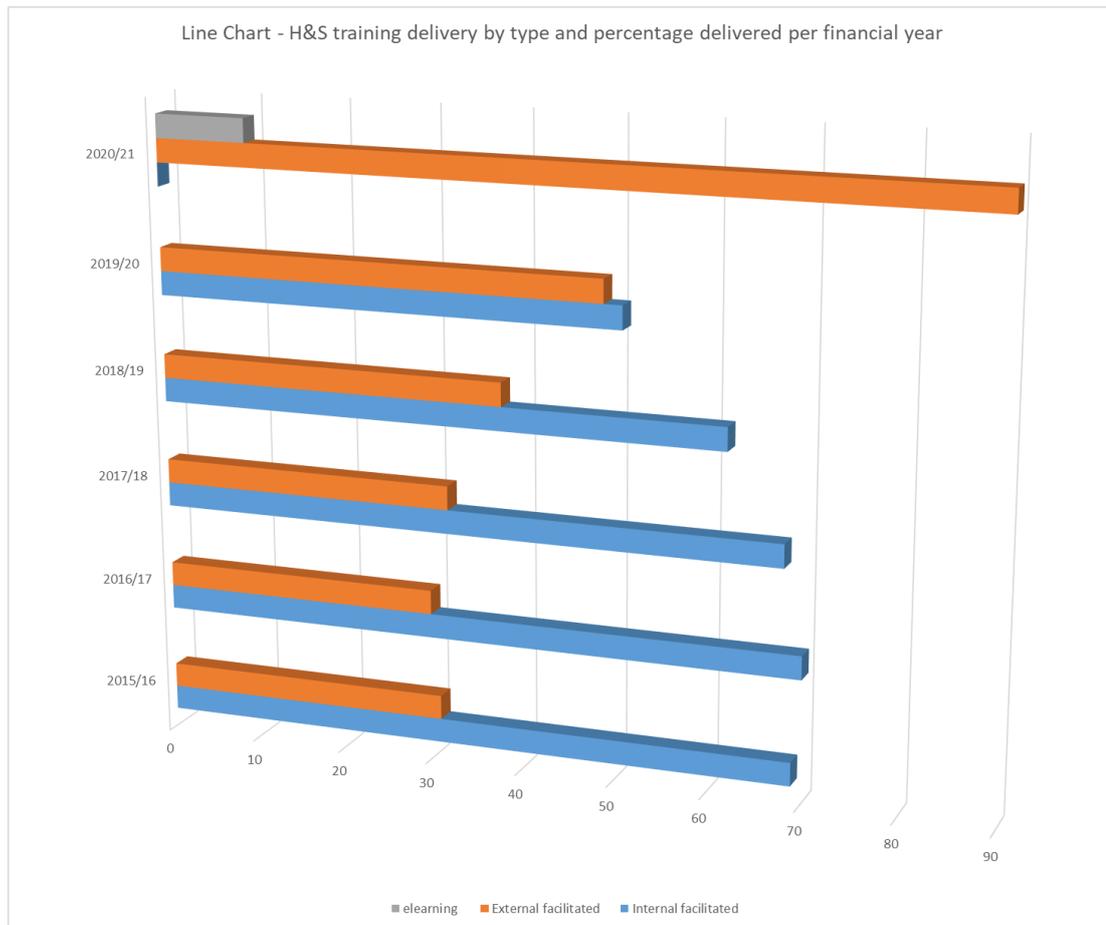
online eLearning platform. Training will refresh skills and knowledge, this will be particularly important for officers taking on new duties as a result of restructures.

- 4.2 External commissioned training was delivered from quarter 3 onwards, the sessions were completed in a bespoke manner. The providers were accredited and qualified to deliver specialist courses.
- 4.3 Both the manager's and employee duties to attend training is clearly outlined within the Council's H&S Policy. The Policy stipulates management duties to provide sufficient information, instruction, training and supervision, to this end to enable all employees to avoid accidents and hazards at work. The Policy clearly outlines that all employees have to attend all health and safety training sessions arranged on their behalf. It is generally understood in the workplace that employees will commonly avoid systems they do not know how to use, no matter how intuitive they may be, so training is a must and more often than not it is a statutory duty. However, in comparison to the last year, training attendance has improved. But this may be premature observation to confidently state a significant change has been made given the training programme was significantly reduced in comparison to previous years. Both late cancellations and non-attendance will need to continue to be closely monitored.
- 4.4 Course facilitated by the HSEPO during 2020/21.

<u>Course type</u>	Total employees /Councillors trained
<u>Course type (Internal training) – 0</u>	
	0
<u>Course type (external training) – 3</u>	
Basic Fire Safety training (Nov x 3)	29
Basic Fire Safety training (Feb And Mar)	21
Vehicle Fire Safety training (Feb and Mar)	21
Water safety training (Feb x2)	10
<i>Total External training sessions attended</i>	81
<u>Emergency Planning Training</u>	
Resilience direct refresher / familiarisation training	10
<i>Total Emergency planning sessions attended</i>	10
<i>Combined training grand total of all training types</i>	91

- 4.5 HSEPO resource available during 2020/21 was largely redirected to the coronavirus pandemic and other urgent ad hoc management, leadership requests along with flooding and recovery work streams. The limitations of one officer resulted in no internal training being delivered.

Bar chart 7. Breakdown of training by delivery type



Bar chart 7 shows training delivery by three main delivery types. In 2015/16 internal delivery stood at 69% and external delivery 31%. The percentage mixed started to first decrease in 2018/19 as external delivery increased accordingly. 2019/20 was nearly a 50:50 split, and was originally projected to move to a 40:60 (internal : external) split in 2020/21 and see a gradual decline as eLearning started to plug the gap in the training mix. The pandemic and other factors outside of the control of the HSEPO such as emergency response work reduced internal delivery in 2020/21 to zero, only a marginal commencement of eLearning was commenced in leisure services. Leisure have been a good example of using initiative to pilot the use of online eLearning. This has proven an effective way of training and also delivered efficiencies such as cost savings in covering shifts and travel times to attend courses. A certain degree of autonomy is also available for eLearning, where officers can choose quieter time of their days to complete training. eLearning will continue to be rolled out in 2021/22 onwards. In time the predicted delivery is expected to largely consist of 10% internal delivery (for example this will consist of familiarisation and other internal site specific training), along with eLearning delivery will likely consist of 30% of delivery and external facilitated training the remaining 60%. This of course is dependant on other factors regarding the future delivery model of the HSEPO role and the wider service.

5. Occupational Health Provision

- 5.1 H&S occupational health management and surveillance continued to be managed. Please note, these functions are in comparison delivered by the human resource teams in other local authorities. The HSEPO requested resource support and this was agreed by SLT. The occupational health contract with the previous supplier Orchard Health came to an early end in the middle of 2020 ending our contractual agreement two years early. This also occurred at the height of one of the peaks of the pandemic. This created an urgent task for the Council notably the HSEPO in what was an already very challenging resource period.
- 5.2 A democratic services officer provided part-time temporary operational assistance for just under 4 months. They supported the HSEPO with occupational health clinics. Support tasks also included for example:
- Arranging the housekeeping arrangements with the new supplier David Barber (OH) Ltd to be established.
 - An employee records transfer
 - A data cleanse exercise
- 5.3 An example, of one of the benefits of using this new supplier has resulted in ongoing cost savings for the Council. All customer service advisors, with a few exceptions have been removed from audiometry surveillance. The new headsets now used in customer services no longer poses a hearing risk to employees, as they have built-in noise limiters. This has effectively removed an unnecessary 'tax' on the Council and taxpayer.
- 5.5 The HSEPO completed several health interventions to support employees and managers.
- 5.6 Eyesight test vouchers continued to be issued to employees. Eye sight test vouchers are also a legal requirement of the Display Screen Equipment Regulations. The Council's external supplier of eye test vouchers is Specsavers. The vouchers on redemption cover the cost of the eye test and dependant on circumstance may pay a contribution towards the cost of corrective eye wear.
- 5.7 The levels of vouchers can naturally vary due to personal circumstances such as an employee eye condition, officer discomfort and possible changes in vision, optometrists and other sources. The number of eye care vouchers issued are known to be lower than expected as some officers choose not to attend Specsavers and use other opticians that the Council does not provide financial support for.
- 5.8 Driver's vouchers were issued to any Council officer that use any Council fleet vehicle as part of their duties. Driver's eye care vouchers are effectively an incentive for our Drivers to encourage them to have their eyes tested and maintain their own legal duty to ensure they can see the legal distance and clarity whilst operating vehicles. There is no H&S legislation or Road Traffic

Act legal requirement on the workplace that requires the employer to pay for any drivers' eyesight test. The Council does not have to provide any form of contribution towards glasses, this applies to prescription sunglasses used for driving as well.

6. Inspections and Audits

- 6.1 The HSEPO normally completes a pre-agreed plan of H&S audits along with unannounced proactive periodic inspections. All H&S audits were suspended to divert resource to the emergency response and other urgent requests. Several unannounced inspections were completed but this key enabler risk reverted to a largely reactive service.
- 6.2 The HSEPO did continue to identify unsafe practices and complete reactive interventions during the financial year, but on a reduced level than normal.
- 6.3 Recommendations will be submitted to the head of service for Governance and Customer services and SLT in regards to resourcing audits moving forward once the pandemic has past.

7. Joint Consultation

- 7.1 There was three Corporate Health and Safety (CHAS) Group meetings held in quarters 2, 3 and 4 in 2020/21. CHAS meetings are important consultation and communication sessions with the wider workforce via CHAS representatives and the UNION safety representative. Every department has a CHAS representative that attends and represents their service. A briefing note was issued by the HSEPO for every quarter in 2020/21. Emergency response requirements meant the first quarter meeting was cancelled.
- 7.2 The HSEPO held a number of meetings with the UNION H&S representative to discuss H&S related matters throughout the year. They were also included in key instructions and updates to the workforce.

8. Partnerships

- 8.1 The HSEPO in 2020/21 moved to the Chairmanship of the Nottinghamshire Risk Management Group (NRMG), where he had held previously the secretary position for two years. This group is an important networking group of H&S practitioners and other H&S technicians from across Nottinghamshire, two Derbyshire local authorities areas, and two other non-local authority organisations. This is a valuable group for sharing good practice and learning. The NRMG members also provide mutual aid request assistance.
- 8.2 To enable continued competent advice to the Council, the HSEPO maintains his H&S professional membership with the Institute of Occupational Safety and Health (IOSH), who attended continuous professional development sessions.

- 8.3 The HSEPO also maintained his full membership of the International Institute of Risk and Safety Management (IIRSM); with designatory letters of MIIRSM.
- 8.4 The Council is a Corporate Member of The Royal Society for the Prevention of Accidents (RoSPA). This includes several benefits for Council employees. Such as, reduce external training course costs and legal advice amongst others.
- 8.5 The HSEPO manages two Service Level Agreements with both Nottinghamshire County Council and Newark and Sherwood District Council who provide assistance and support with certain Category 1 statutory functions, as required within the Civil Contingencies Act 2004. The partnerships and working relationships developed by the HSEPO have proven invaluable in the Local Resilience Forum (LRF) response and coordination needed for the coronavirus pandemic. The HSEPO throughout the pandemic has provided competent advice, guided management and input into coordinating and sub-group cell working groups.

9. Summary of Key Achievements

- 9.1 H&S practitioner advice was delivered to a high standard juggling business as usual requests and the ambitious project programme of the Council. A top achievement for the HSEPO was the ability to deliver both an H&S competent assistance and lead emergency planning and business continuity service throughout the year.
- 9.2 At the time of writing the report the coronavirus response and HSEPO outputs stood at:
- 80 - Weeks of Covid response / reset commitments.
 - 86 – IMT timeline decision logs.
 - 18 – H&S personal logs.
 - 435 - sets of risk assessment, operating procedures, advice and instructions.
 - 211 - emergency response and recovery teleconferences attended.
 - 270.5 hours – or 6.5 weeks spent on teleconference calls.
- 9.3 Face fit testing was prioritised and delivered for employees that required the use of close fitting respiratory protective equipment. The HSEPO arranged four face fit testing sessions. This work area was required to close a control gap identified by the HSEPO during past H&S audits and accident and incident investigations. The Council can now demonstrate and evidence improved statutory compliance with the Control of Substances Hazardous to Health, along with the Personal Protection Equipment Regulations. This work was completed in a covid secure manner.
- 9.4 As of the 10th August 2020 the HSEPO could use the prefix CMIOSH and Chartered Safety and Health Practitioner status. As a result of a rigorous assessment process and peer review the HSEPO obtained Chartered Status. Given the incredibly challenging year this was a noteworthy achievement. IOSH are a Chartered body for safety and health professionals and the

profession's largest membership organisation. IOSH is the only H&S organisation in the world where Chartered membership is offered. CMIOSH status is the 'gold standard' and means that those with CMIOSH are effectively at the top of their profession.

- 9.5 A new health surveillance provider was established. The health surveillance arrangements are now the most efficient they have ever been and also require less administration resource from the HSEPO. There are also other ongoing cost savings.
- 9.6 H&S Policy review work was able to be completed during some periods of respite from the heavy resource demands of the pandemic. Some notable improvements included the number of employees completing DSE assessments.
- 9.7 Accident and incident investigations were resourced throughout.
- 9.8 The HSEPO issued, reviewed and updated the following corporate H&S guidance throughout 2020/21:
 1. Volunteer Policy received a review after 8 months, to capture early learning since the Policy first went Live in March 2019 for the 'Giving for Gedling' work.
 2. Nottinghamshire Water Safety Partnership - Frozen water guidance was adopted as Council guidance.
 3. Covid-19 Thorough examination and testing guidance.
 4. Covid-19 Accident and Incident reporting, relating to RIDDOR reportable events.
 5. Several first aid guidance reviews, new covid re-occupation and step 4 risk assessment templates and instructions for management.
 6. Personal Protective Equipment (PPE) policy guidance, several other appendices issued.
 7. Face covering guidance and instructions.
 8. Contractor management instructions.
 9. Cleaning and decontamination instructions.
 10. Permit to work for the coronavirus was also issued.
- 9.9 The HSEPO wrote a new strategic Business Continuity Policy and associated appendices. These were approved by Cabinet in July 2020. All service areas completed a review of their BC plans by September 2020. The Council now has the most robust BC plans on file.
- 9.10 A Business Continuity Promotion page was established on the Council's main website. This provides advice and tools for businesses to consider to help prepare for emergencies.
- 9.11 Resource was directed to establish and administer the Council's Local Property Flood Resilience Recovery Scheme 2020. A portfolio report was submitted and delegations approved.

- 9.12 Resource was committed to monitor and manage the Council's Brexit implications during the implementation and transition periods.
- 9.13 The HSEPO completed a review of the Cold weather plan (annual review) in November 2020. In addition the Council's Emergency Plan also received a minor review to reflect changes to Council arrangements.
- 9.14 The Overview and Scrutiny – Flood Group, was also a significant task for meeting preparations and wider implementation work.
- 9.15 Storm Christoph (19th – 25th January 2021) and consequent flooding impacts resulted in flood response support whilst the HSEPO was on annual leave.
- 9.16 Key work stream highlights, where the HSEPO was directly involved in developing H&S strategies, risk assessment, instructions and wider arrangements includes:
- the Giving for Gedling – Distribution hub, food parcel service, humanitarian response.
 - redeployment of leisure staff to back-fill critical Council functions such as, waste collection and street cleansing duties.
 - Agile working implementation operational advice and scores of reasonable adjustment enquiries.
 - Re-writing the waste collection risk assessment, collection procedures and instructions with the Transport and Waste service manager.
 - Reviewing taxi inspection procedures and brake testing arrangements.
 - Pest control risk assessment and instructions.
 - Re-occupation instructions and assessment arrangements.
 - Civic campus and partner instructions.
- And many others.

10. Planned Activity for 2021/22

- 10.1 Due to significant emergency planning and business continuity commitments, the H&S work plan objectives for 2020/21 will include:
- A review of the H&S management system.
 - Accident and incident investigations as well statutory reporting to the HSE will continue.
 - Health and safety arrangements, such as internal and external facilitated training sessions will be planned and delivered in new covid secure ways.
 - Audits, inspections and site visits to support Council functions, will be delivered where possible or new delivery options recommended to SLT.
 - Corporate guidance and instruction delivery, will continue.
- 10.2 All service areas and departments will be required to complete an Annual Statistical return and declaration for their departmental risk assessments.

- 10.3 HSEPO will support the audit of the internal Health and Safety function will be conducted by the Council's internal auditors and answer follow-up enquiries to the previous audits. Any agreed recommendations will be supported.
- 10.4 Senior managers will be briefed on H&S expectations to ensure they are conversant and clear on their duties either to remind officers that have moved from service manager to Heads of Service roles or those newly promoted.

11. Risk

- 11.1 The HSEPO provided quarterly risk register updates on the five key H&S enablers throughout the year. This also include identifying emerging and changing risk ratings.
- 11.2 Risk registers were developed for both the Response and Recovery (reset) elements of the coronavirus emergency. The registers were maintained throughout the year. Moving into 2021/22, the risk registers will be updated and maintained and the remaining residual risks will be transferred and absorbed into departmental risk registers. If necessary a significant risk will be elevated to the corporate risk register after an assessment has been made. An exercise will be started towards the end of 2021/22 to commence the transfer of risks into departmental risk registers. This will be completed in a collaborative way with suitable instructions to support management. The transfer of risk will ensure that ongoing risks are not overlooked and will continue to be managed moving into the 'new normal'.
- 11.3 The Corporate Risk Register specifically includes 'Failure to Protect Staff, including Health and Safety'. Which was amber at year end with a target risk rating of green. This was predominately around the impacts of the pandemic on work streams and delays to development work. Officers continue to be engaged in assessing all of the potential risks, and identifying any ineffective systems, processes and equipment that can present danger to individuals or groups of employees. This is particularly relevant for service delivery and the associated H&S and financial impacts. Officers will determine how these can be mitigated and managed.
- 11.4 The HSEPO will continue to identify risk. Once the risk is identified, it will be assessed and prioritised for action and managed accordingly. These risks will be managed by applying the Council's Risk Management Strategy and Framework, then managed through the departmental risk register and work plans. Several risks were identified in 2020/21. Recommendations were and continue to be made to the SLT to address these known and emerging risks.
- 115 In 2020/21, a large amount of resource was directed to the coronavirus emergency response and recovery work. HSEPO was also the lead officer for implementing the Council's Local Property Flood Resilience Recovery Scheme 2020, this also included raising the profile of the flood impact assessments. Emergency incidents and the combined reactive nature of the H&S role will remain a significant factor in the delivery of future planned objectives in 2021/22.

- 11.6 Failure of employees to attend H&S training increases the risk to the Council. Management will need to closely monitor any employees that fail to attend planned training sessions. Looking ahead, eLearning should help address some factors of non-attendance issues experienced in past years. It is therefore important that attendance is monitored and action taken.
- 11.7 A key risk enabler that was significantly impacted by the high emergency and other business as usual requests was the delivery of H&S audits and proactive inspections. SLT will be advised on recommendations to address this risk moving forward. The proactive part of the HSE's HSG65's 'Plan, Do, Check, Act' model is auditing and inspecting workplaces, it is a crucial element of the H&S management system. Proactive work helps identify issues before H&S risks develop into reality and end in an adverse event. Followed by possible liability, fines, prosecutions or reputational damage. These tasks help check and challenge bad practice, corporate policy non-compliance and act as a key control to identify and address statutory non-compliance risks.

12. Conclusions

- 12.1 In summary 2020/21 was overall an exceptionally challenging year for maintaining the H&S management system. The HSEPO made every effort to maintain the professional standards and robustness of the H&S management system, given the limitations of a single officer and a periodic cycle of short-term temporary resource support. The service became in many respects a reactive service due to no spare capacity to juggle emergencies and other associated duties.
- 12.2 The years of preparation work to prepare the Council for an emergency has paid dividends. The exercises, briefings and other training sessions all contributed. All of which allowed the Council to respond and recover in a dynamic and efficient manner. The pandemic has shown the very best of the Council and how collaborative working is needed to get through tough periods. The HSEPO has proven how the H&S profession applies pragmatic, holistic H&S strategies and a higher level of strategic lateral thinking to the workplace. The HSEPO is very proud of what has been achieved.
- 12.3 In conclusion the HSEPO provided comprehensive coronavirus related advice, support and instructions along with the business as usual demands. This covered everything from helping interpret Government guidance, creating templates and instructions for management, coaching and guiding colleagues. In terms of the HSEPO resource committed to the coronavirus pandemic during the year, given the high death rates and the continuing prevalence of the virus, this is more than justified the resource given the severity of the pandemic that followed.

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