
NORTH AYRSHIRE COUNCIL

15 June 2021

Cabinet

Title: Health and Safety Annual Report 2020/21

Purpose: To provide Cabinet with an update on the Health and Safety performance within Council Services during 2020/21.

Recommendation: It is proposed that Cabinet notes the good progress made in Health and Safety in 2020/21 particularly in relation to the pandemic response.

1. Executive Summary

- 1.1 Health and Safety cuts across every Service within the Council. North Ayrshire Council has a legal duty of care to protect the health, safety and welfare of its employees and others who are affected by its business. Corporate Health and Safety operates in partnership with all Services and external partners to provide advice, guidance and support to improve the health and safety culture and ultimately reduce the risk of injury and ill-health incidents.
- 1.2 The Corporate Health and Safety team issues and keeps under review a range of guidance documents to reflect organisational change and new updated working practices.
- 1.3 Information is provided within the report which illustrates the incident trends within the Council. Aggression and Violence incidents continue to return the highest numbers and Services work with the relevant groups to examine causes and develop reduction strategies.
- 1.4 The Corporate Health and Safety team has been particularly active during 2020/21 in supporting Council Services to work in a safe manner during the pandemic.

2. Background

- 2.1 The Health and Safety at Work Act places a Duty of Care on employers towards employees while they are at work. To meet its Duty of Care, it is essential that the Council works pro-actively to provide safe systems of work and risk assessments, as well as monitoring health and safety performance.
- 2.2 The Health and Safety Annual Report, which is attached at Appendix 1 to this report, is a key part of the monitoring and reporting process to Elected Members.

2.3 The Annual Report outlines in detail the following:

- Developments during 2020/21
- Corporate Health and Safety Training
- Incident Statistics and monitoring
- Planned Improvements for 2021/22

Developments

- 2.4 Much of the focus of the team during 2020/21 related to supporting Council Services to work in a safe manner during the pandemic – this included supporting the development of Covid-19 risk assessments across a range of locations and work activities, carrying out a wide range of health and safety audits and site visits and providing advice and guidance.

Training

- 2.5 All face-to-face training was suspended during 2020/21; however, the team has developed a virtual risk assessment course and will roll this out during 2021/22 alongside a range of other virtual training.

Incident Monitoring

- 2.6 Monitoring the Council's performance of health and safety requires statistics to be analysed to identify appropriate actions. The monitoring is undertaken by Elected Members, Chief Officers, Senior Management and Trade Unions.
- 2.7 To support effective Health and Safety monitoring, each Directorate holds a Health and Safety Planning Group meeting, normally chaired by a Chief Officer on a quarterly basis. The purpose of these meetings is to review, discuss and plan operational Health and Safety performance, actions and incident statistics.
- 2.8 Furthermore, on a quarterly basis, the Corporate Health and Safety team reports on directorate performance statistics, health and safety projects and performance to the Corporate Health and Safety Group chaired by the Leader of the Council and attended by senior health and safety representatives from all Services and Trade Unions.
- 2.9 Section 4 of the annual report provides a detailed review across a three-year period, which shows a decrease from 1250 recorded incidents in 2018/19 to 798 in 2020/21. However, it is likely that much of this reduction is attributable to the pandemic with many workplaces closed and employees working in different ways.

Planned Improvements

- 2.10 Plans are in place to deliver further improvements to the Health and Safety framework during 2021/22 – these include further developing the Incident Reporting system, supporting the procurement of lone working devices and increasing the delivery of health and safety training, particularly in a virtual setting.

3. Proposals

- 3.1 It is proposed that Cabinet notes the good progress made in Health and Safety during 2020/21.

4. Implications/Socio-economic Duty

Financial

4.1 None.

Human Resources

4.2 Supporting health, safety and wellbeing for Council employees, customers and service users.

Legal

4.3 Ensuring that the Council meets its Duty of Care and complies with Health and Safety legislation. Failure to do so may result in prosecutions or financial penalties.

Equality/Socio-economic

4.4 None.

Environmental and Sustainability

4.5 None.

Key Priorities

4.6 A robust Health and Safety culture supports the delivery of the key priorities in the Council Plan 2019-2024.

Community Wealth Building

4.7 None.

5. Consultation

5.1 The Corporate Health and Safety Team consults regularly on Health and Safety with Elected Members, employees and Trade Unions. The subject matter within this report has been shared at directorate planning groups and at the Corporate Health and Safety group.

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Head of Service (Finance)

For further information please contact **James Walls, Team Manager (Health and Safety)**, on **01294-324679**.

Background Papers

None.

CORPORATE HEALTH AND SAFETY

ANNUAL REPORT 2020/21

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3 Year Statistical Comparison (2018/19 – 2019/20 – 2020/21)

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Date:	27/05/2021
Author:	James Walls
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North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

CORPORATE HEALTH AND SAFETY ANNUAL REPORT 2020/2021

1 Background

- 1.1** The Health and Safety at Work Act places significant requirements on employers to ensure a Duty of Care to employees while at work. To meet its Duty of Care, it is essential that the Council provides safe systems of work, carries out risk assessments and monitors health and safety performance in relation to its services, employees and service users. Monitoring the Council's performance of health and safety requires statistics to be gathered and analysed, to identify appropriate action. The monitoring is undertaken by Elected Members, Chief Officers, Senior Management, Employees and Trade Unions.
- 1.2** To support effective Health and Safety monitoring, each directorate holds a Health and Safety Planning Group meeting, normally chaired by a Chief Officer on a quarterly basis. The purpose of these meetings is to review, discuss and plan operational Health and Safety performance, actions and incident statistics.
- 1.3** On a quarterly basis, the Corporate Health and Safety team reports on combined directorate statistics, health and safety projects and performance to the Corporate Health and Safety Group chaired by the Leader of the Council and attended by senior health and safety representatives from all Council Services and also Trade Unions.
- 1.4** The Corporate Health and Safety Team comprises three Health and Safety Advisers, one Trainee Health and Safety Adviser and the Team Manager, who provide professional advice, guidance and support to Council Services, including the Health and Social Care Partnership, aiming to improve safety performance.
- 1.5** The Corporate Health and Safety Team continues to promote the theme of "Safety in Mind". The overarching aim of this theme is to raise the profile and understanding of Health and Safety in the workplace and to keep health and safety at the forefront of all our employees' minds on a day to day basis.

2 Developments during 2020-21 including response to the COVID 19 Pandemic

- 2.1** As a result of the spread of the COVID 19 Virus, the United Kingdom entered a pandemic lockdown just before the start of the new 2020/2021 financial year. The lockdown had a significant impact on the delivery of all Council Services, with general offices, public facing offices, schools, libraries and other services closing, with the vast majority of employees working from home. Front line services such as social care and building services emergencies continued to operate.
- 2.2** The Corporate Health and Safety Team have been totally focussed in supporting all Services with their COVID-19 requirements, this has meant that a number of topics reported on in the last Cabinet report have had to be shelved or significantly reduced. It is planned to resume these towards the second half of 2021/22.
- 2.3** The sections below include the areas where the Corporate Health and Safety Team has supported all Services in relation to the implementation of COVID-19 requirements.

Reviews of Policies and Guidance

- 2.4** To ensure all Employees have access to current health and safety information and advice, all policies and guides have been published on the Council intranet and external website.
- 2.5** The Corporate Health, Safety and Wellbeing Policy (CHS&WP) communicates the Council's commitment, direction and priority of protecting employees' health, safety and wellbeing within the workplace. The policy provides clarity and definition of workplace responsibilities at each level within the Council and was developed in partnership with Chief Officers, Employees and Trade Unions.
- 2.6** The following documents have been implemented since the last Cabinet report:
- Display Screen Equipment (DSE) Guidance
 - Updated DSE Assessment Form (Office)
 - New DSE Assessment Form (Home Working)
 - New Working from Home Guidance
 - New Safety Alert Template
 - Fire Evacuation Plan Template
- 2.7** The following documents have been under review and will be updated in 2021/22:
- 6 Monthly Inspection Guidance
 - 6 Monthly Inspection Form
 - HSIR Guidance

Health and Safety Audits

- 2.8** As a result of COVID-19, the Corporate Health and Safety Team carried out COVID-19 Compliance Audits on approximately 40 premises including Cunninghame House.
- 2.9** The audits were very positive, were well received and meant that premises could continue to operate and provide a valuable service during the pandemic.

Joint Health and Safety Visits

- 2.10** During the pandemic, a number of education establishments were visited to review their COVID-19 compliance, but also to give Head Teachers the opportunity to ask questions. The visits were conducted by Corporate Health and Safety, Education, and trade union representatives from the EIS, SSTA and Unison. The visits were well received by the Head Teachers and the level of compliance found in every establishment was excellent. All those involved in the inspection teams were really impressed with how well all of the schools had dealt with the difficult circumstances which the pandemic brought.

HSE Visits

- 2.11** During the pandemic, the Council received 8 visits from the Health and Safety Executive which included 4 education establishments, Shewalton Transfer Station, the closed landfill site at Shewalton area 2, the depot at Alexander Avenue in Largs, and Cunninghame House. All these premises were visited to check on COVID-19 controls, with the inspectors satisfied with every premises visited.

There was also a non- COVID-19 related visit carried out at the Transport Garage in Arran where a number of findings were identified. However, improvements were implemented quickly to the satisfaction of the HSE.

Risk Assessment Support

2.12 During the pandemic, the Corporate Health and Safety Team have been heavily involved in assisting Services with the development of their COVID-19 Risk Assessments. This included the following areas:

- Cunninghame House
- Bridgegate House
- Building Services Portland Place
- Education Premises
- Health and Social Care Premises
- Wedding Ceremonies
- Registrations of Births/Deaths
- COSHH Assessments for the Electrostatic Cleaners
- Election Polling Stations
- Election Postal Vote Location Saltcoats Town Hall
- Election Count Venue St Mathews Academy
- General Work Activity Risk Assessments

2.13 All of the above took up a huge amount of resource and time, however this was reflected in the satisfactory visits conducted by the HSE with no COVID-19 concerns raised.

3 Corporate Health and Safety Training

3.1 During 2020/21, all face to face training was suspended due to the COVID-19 lockdown. However, Services were still able to access the e-learning on-line courses and continued with some level of training.

3.2 The Corporate Health and Safety Team recognised that additional training was required especially regarding risk assessment. In the middle of the pandemic we started on the development of a virtual risk assessment course with the view to making this available in May 2021.

3.3 The team were also approached by Connected Communities with a request to train a number of volunteer groups. A scaled down version of the corporate virtual risk assessment course was developed and delivered by our new trainee safety adviser. The first course was rolled out at the end of March 2021 and has been well received by the volunteer groups.

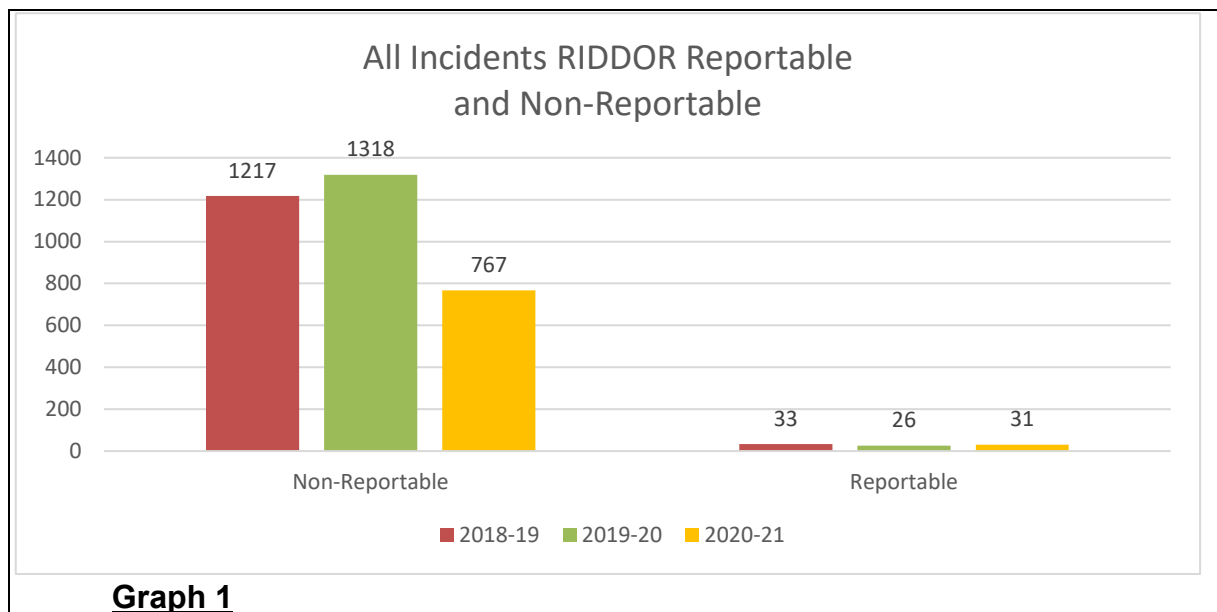
3.4 Corporate Health and Safety are also looking into the possibility of running IOSH courses via a virtual format, this could be introduced towards the middle of 2021.

4 Incident Statistics

- 4.1 A key part of the Corporate Health and Safety Team's monitoring role is to collect and review statistics on all reported Health and Safety incidents and near misses.

All Health and Safety Incidents

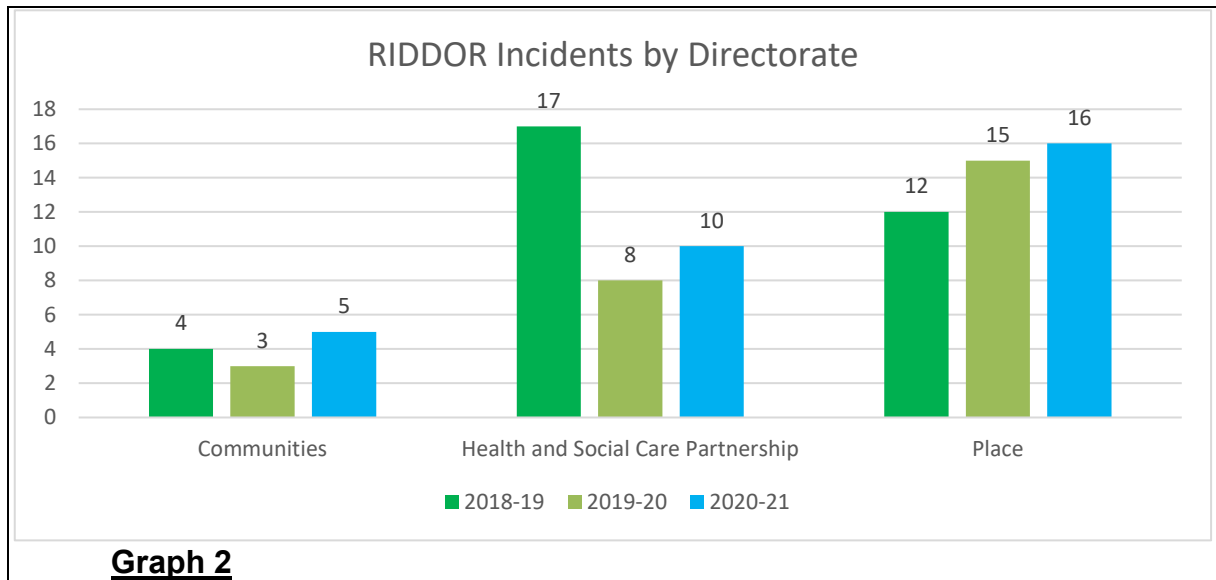
- 4.2 Graph 1 below provides an analysis of incidents over a 36-month period and shows a comparison of all incidents from 1st April 2018 to 31st March 2021.



- 4.3 Graph 1 shows a split between the RIDDOR Reportable incidents and the Non-Reportable incidents. In 2018/19 we had a total of 1250 incidents, in 2019/20 we had a total of 1344 incidents and in 2020/21 we had a total of 798 incidents. The RIDDOR incidents reportable to the HSE are shown above in Graph 1, however, further detailed analysis is provided in the paragraphs below.

RIDDOR Incidents by Directorate

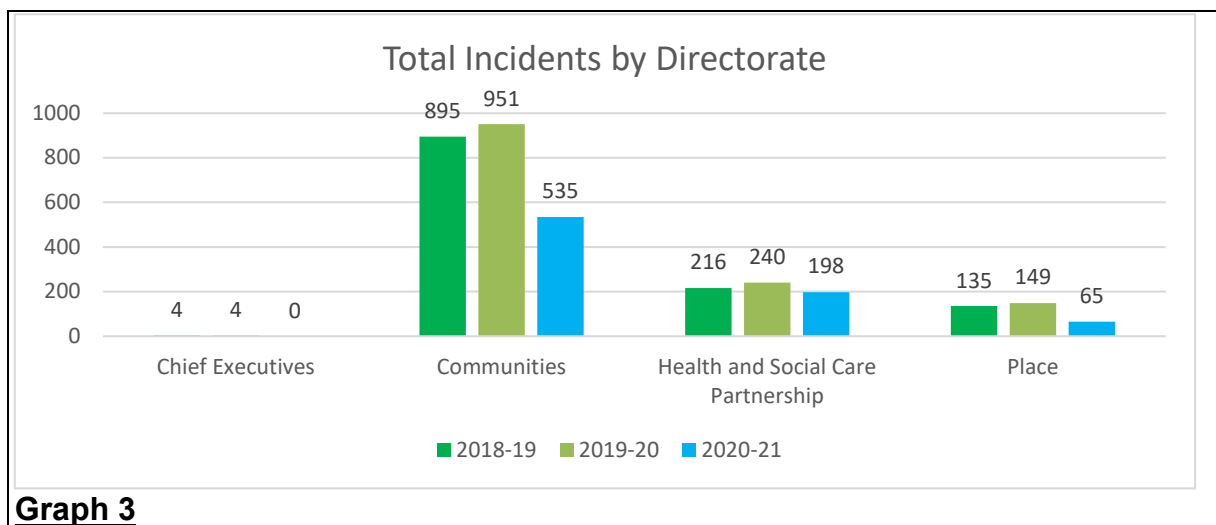
- 4.4 The Council has a legal duty to report certain incidents to the Health and Safety Executive as per the requirements of the Reporting of Injuries Diseases and Dangerous Occurrences Regulations (RIDDOR). Graph 2 below shows a comparison of RIDDOR reportable incidents across all Directorates over the last 3 years.
- 4.5 Graph 2 below shows that over the 3-year period, the Place Directorate has reported the highest number of RIDDOR incidents with a total of 43, followed by the Health and Social Care Partnership with 35 and Communities with 12. Looking at the last 2 years, all Directorates are showing an upward trend, but hopefully through the implementation of corrective actions and learning outcomes, we will start to see a reduction in the number of RIDDOR incidents.



- 4.6** Directorates comply with the findings identified in all RIDDOR Incident Investigation reports which identify corrective actions to help prevent reoccurrence. Directorates also share their RIDDOR incidents and the findings to the Corporate Health and Safety Group to help others learn from experience.

All Incidents by Directorate

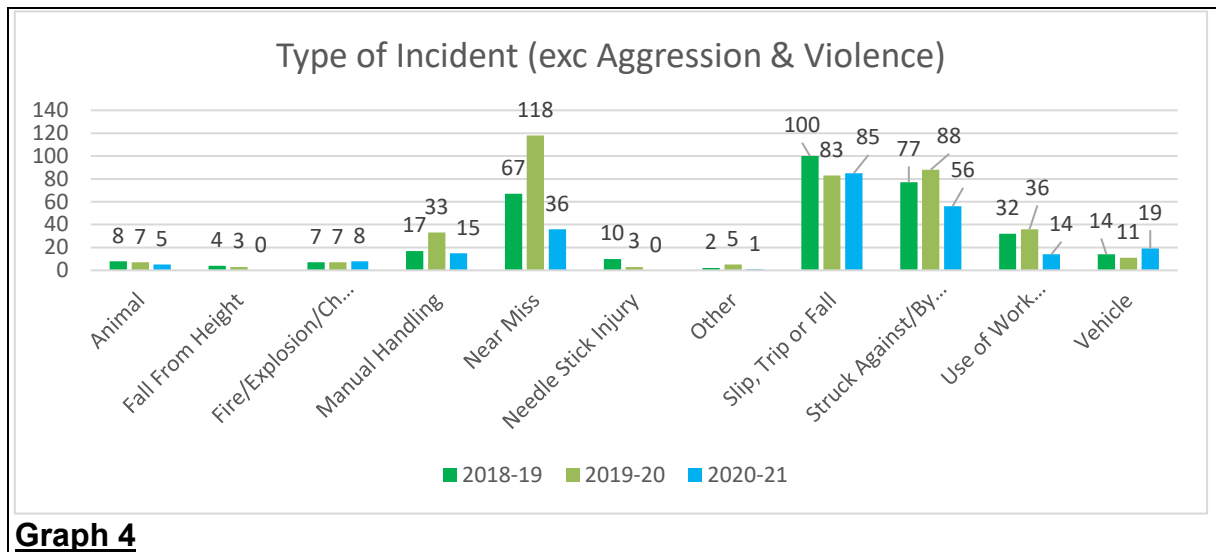
- 4.7** Graph 3 below gives an analysis of the total number of all incidents that have occurred over the 3-year period and breaks down the incident statistics by Directorate.



- 4.8** This shows that over the 3-year period, Communities recorded the most incidents with a total of 2381, however this figure does include aggression and violence incidents. It is good to see that in 2020/21, there has been a significant reduction in the number of incidents, however this may be attributed to the fact that the schools were in COVID-19 lockdown for a number of weeks. It is good to see that the Health and Social Care Partnership and Place Directorate are showing a reduction in incidents, when both continued to deliver front line services during the COVID-19 lockdown.
- 4.9** Further detail on the incidents within these three Directorates is provided later in this report; however, no further information is provided on Chief Executives as the number of incidents is very low. This helps to focus attention on the most significant areas.

Most Common Incidents (excluding Aggression and Violence)

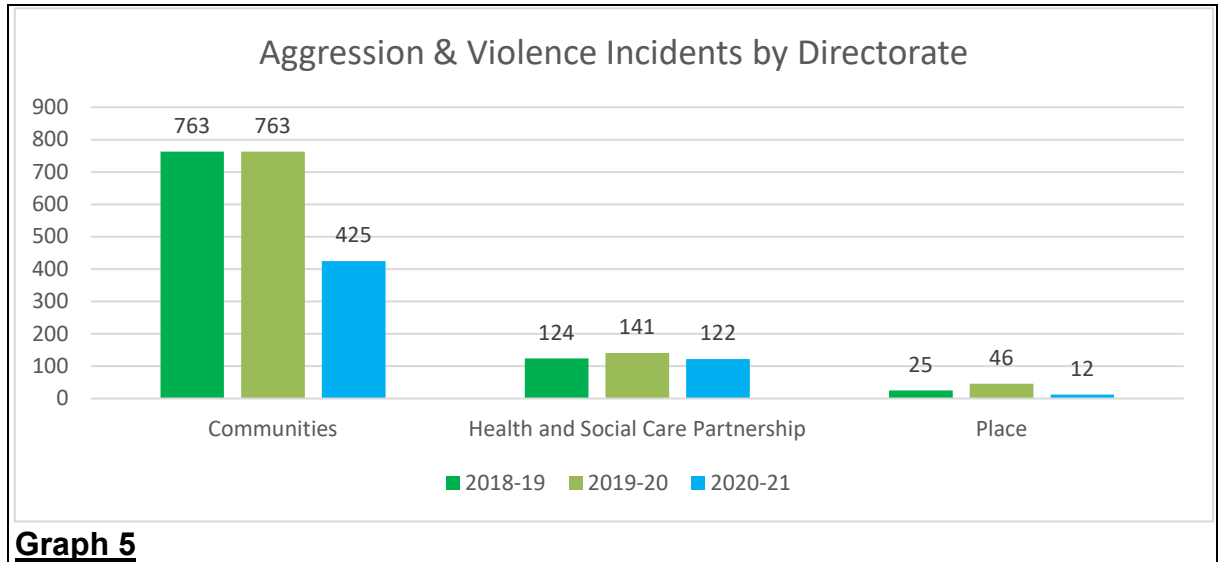
- 4.10** Graph 4 below shows the total number of incidents by cause (excluding Aggression and Violence) across the Council over the past 3 years.



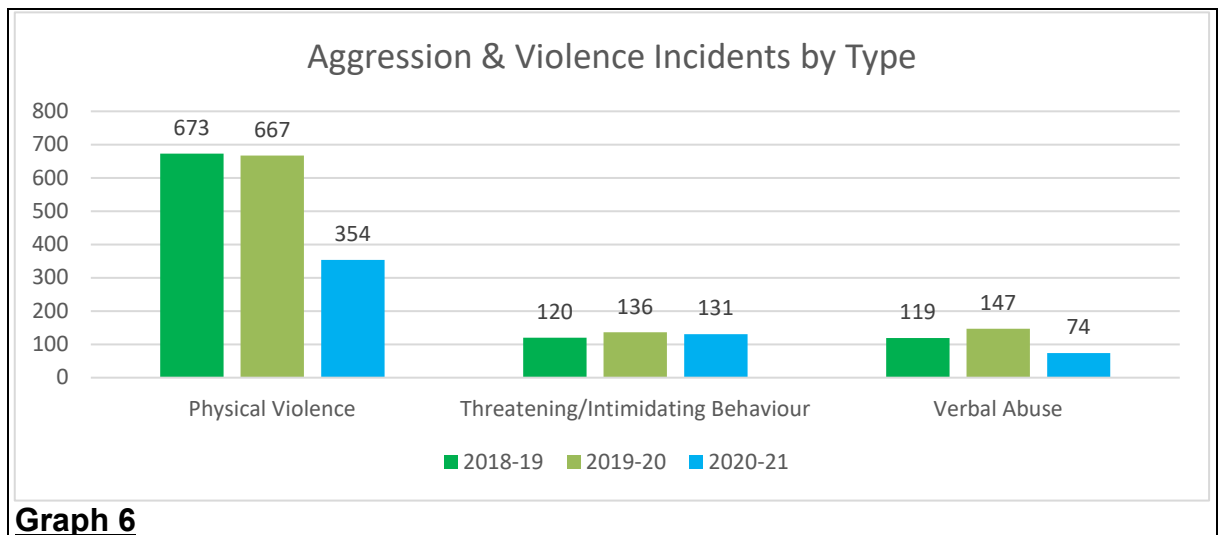
- 4.11** The incident type showing the highest numbers across the 3-year period is 'Slip Trip and Fall' with 268 incidents. To try and reduce these types of incidents, the Health and Social Care Partnership are looking to do a re-run of the Slip Trip Fall Campaign.
- 4.12** The reporting of near miss incidents is a pro-active way of investigating issues before they become incidents and a high number is a positive safety indicator. The Near Miss Campaign in 2018/19 raised awareness and encouraged employees to report Near Misses. Graph 4 shows that we had an excellent number of near misses reported in 2019/20, however this has dropped away last year, which could be as a result of the reduced number of employees in workplaces during the pandemic lockdown.

Aggression and Violence Incidents

- 4.13** Graph 5 below gives an indication of where the most aggression and violence incidents are taking place and shows that, in 2020/21, we are showing a large reduction, but again this is most likely because of reduced presence in workplaces during the pandemic lockdown.
- 4.14** H&SCP have been pro-active in ensuring that staff are reporting all incidents of physical and verbal aggression towards them, however minor. This has resulted in an increase in reporting.
- 4.15** Place Directorate are returning low numbers however still realise the need to train staff and as a result, Corporate Health and Safety have been delivering Aggression and Violence training to Housing employees.



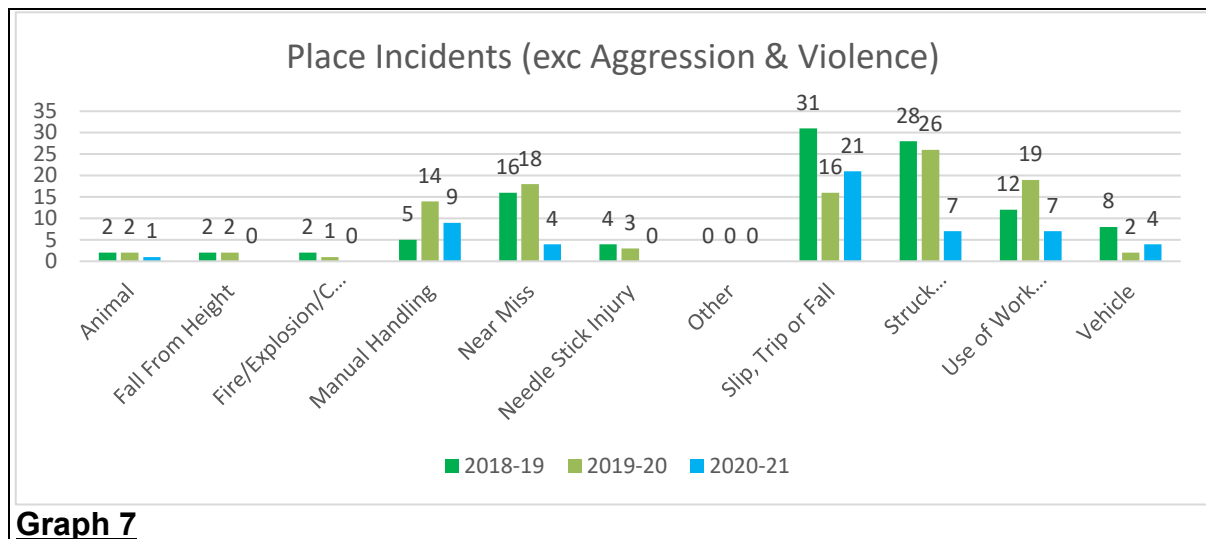
- 4.16** Graph 6 gives more detail on the type of aggression and violence incidents that are taking place across all Directorates, with physical violence being the most significant cause.



Analysis of Incidents by Directorate

Place Directorate

- 4.17** Graph 7 below gives a detailed analysis of the common types of incidents (excluding Aggression and Violence) within the Place Directorate.

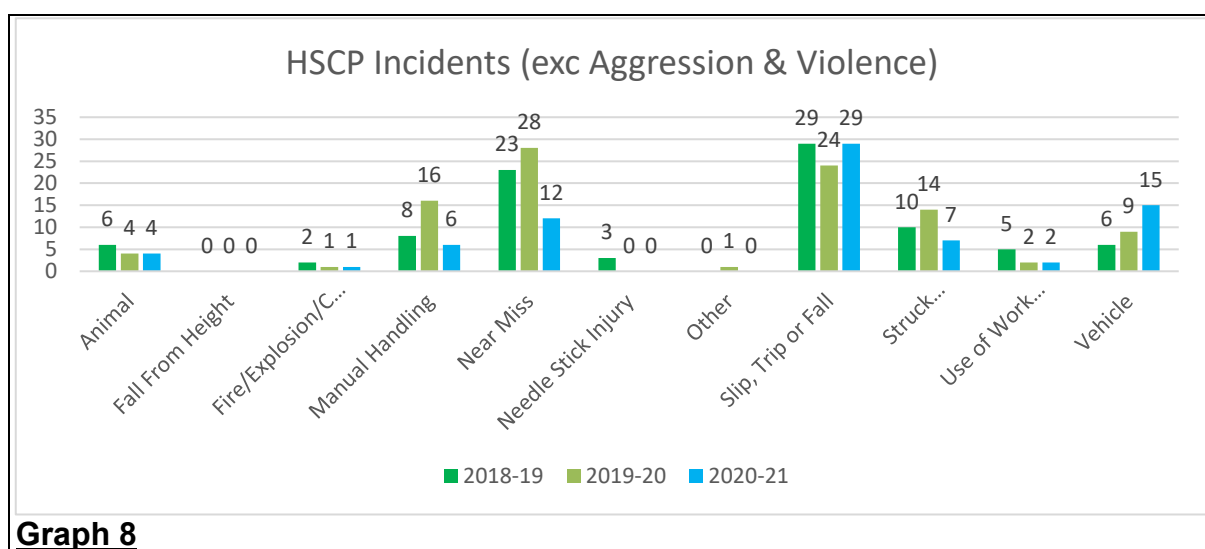


- 4.18** For the year 2018/19 we had a total of 110 incidents, for 2019/20 we had 103 and for 2020/21 we had 53, however, COVID 19 will have a bearing on the figures returned for last year. Over the 3 year period, the type of incident returning the highest numbers was 'Slip Trip Fall' (68) 'Struck Against/Struck by Object' (61) 'Use of Work Equipment' (38) and 'Manual Handling' (28).
- 4.19** With reference to graph 2 in the report, we can see that RIDDOR incidents have gradually increased, with last year showing the highest number (16) and this was within the COVID 19 year with reduced working activities. However, there is no specific reason as to why the numbers increased last year. We continue to roll out learning outcomes from all our incidents and with increased training and awareness the focus is to drive this number down.
- 4.20** It has been important to deliver essential services within a safe COVID-19 working environment. Work has been undertaken and review is ongoing with COVID-19 Risk Assessment and Safe Systems Of Work throughout Place including at the following locations: Building Services, Roads Services, Bereavement Services, Streetscene, Waste Services, Housing Services, Facilities Management, Transport Garage and Public Toilets.
- 4.21** Focusing on last year's activities, improvements have been made in the following areas:
- Manual handling and COVID-19 risk assessment and process improvement for Cemetery Operations and also Streetscene waste bin collection.
 - A review of Cunninghame House cleaning staff related risk assessment and safe working arrangements undertaken by Facilities Management Managers with Corporate Health and Safety support
 - Risk assessment was undertaken to review the re-opening of public toilets
 - Manual handling risk assessment and safe system of work were reviewed for the emptying of waste bins at Portencross
 - Toolbox Talks developed and delivered on Hand Sanitiser and also Sharps.
 - The re-location of the Sorbie Road/Mid Dykes Depot to the Three Towns Motor Project premises.
 - Protective Services risk assessment following a serious dog attack
 - Transport Road Traffic Incident Investigation Guidance developed

- 4.22** With regards to the control of Hand Arm Vibration, we are looking at implementing the HSE Exposure Calculator with the possibility of having this available via phone or tablet. A Hand Arm Vibration risk assessment is also being reviewed and when ready will be implemented in conjunction with a Safe System of Work Procedure.
- 4.23** Looking towards 2021/22, Place will focus on improvements in the following areas: Slip Trip Fall awareness, Hand Arm Vibration, Manual Handling, Incident Reporting and Investigation and the Control of Substances Hazardous to Health.

Health and Social Care Partnership

- 4.24** Graph 8 below gives a detailed 3-year breakdown of incidents within the Health and Social Care Partnership (excluding aggression and violence). This shows that in 2018/19 there were a total of 89 incidents, 2019/20 returned 98 and 2020/21 returned 76.



- 4.25** Over the 3-year period, the incident type returning the highest numbers is 'Slip Trip Fall' with a total of 82. The Partnership are looking to re-run the 'Slip Trip Fall' awareness campaign to try and reduce these incidents. The next highest incident type is 'Struck Against/By Object' with 31, followed closely by 'Manual Handling' and 'Vehicle' incidents both with a total of 30. It is good to see 'Manual Handling' incidents on a downward trend and the on-going 'Manual Handling/Moving and Handling' Training seems to be having results. Vehicle incidents are on a trend upwards, with last year returning double the number of incidents of the previous 2 years. Having analysed the vehicle incident details, 12 incidents involved no injury to employees. In the future, these incidents will not show up as a Health and safety statistic, but instead will be recorded on the Fleetwave System operated by the Transport Hub.
- 4.26** Near Miss Incident Statistics are pro-active indicators and high numbers are classed as a positive indicator. The numbers were showing a trend upwards for 2018/19 and 2019/20, however they have taken a dip last year with a total of 12.
- 4.27** With reference to RIDDOR incidents, graph 2 shows that over the last 2 years there has been a large reduction in the number of RIDDOR incidents compared to 2018/19 which returned a total of 17, with last year returning 10. The majority of RIDDOR incidents within HSCP are in relation to direct assistance/personal care with service users whose needs are becoming more varied and complex.

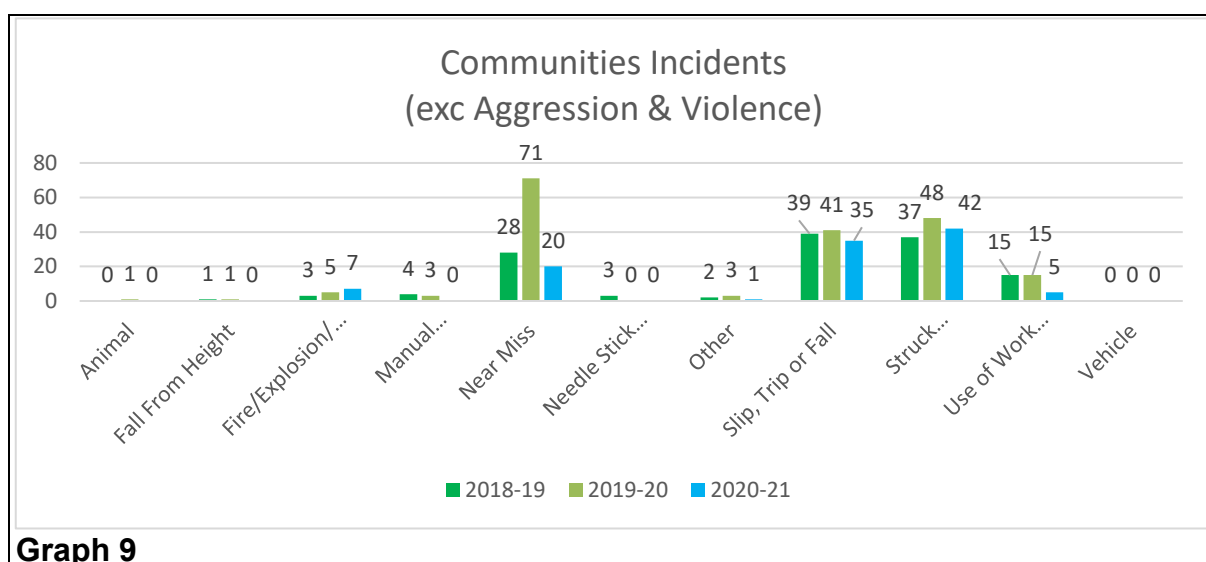
We still need to focus on reducing the numbers more, as these are the types of incidents where employees receive more serious injuries.

- 4.28** A PPE distribution centre was established from the outset of the pandemic, where employees worked relentlessly to ensure that all front-line social care staff were provided with the necessary personal protective equipment to ensure their safety
- 4.29** Several locations, including Inverclyde Sports Centre and Taigh Mor (Beith) were visited to determine their suitability to operate as surge sites, should hospitals become overwhelmed, during the pandemic.
- 4.30** Libraries and various other locations throughout the Council were made 'Covid safe' to give Care at Home Assistants a place to go before/during/after their shift, where they could pop in for some time-out for their wellbeing, with tea/coffee, biscuits, soup and other snacks made available.
- 4.31** Several areas were identified to provide training to CAHAs to allow them to carry out twice weekly lateral flow tests on themselves. The premises were assessed, and adequate controls implemented, including one-way systems and booking time slots etc. to ensure this was delivered successfully.

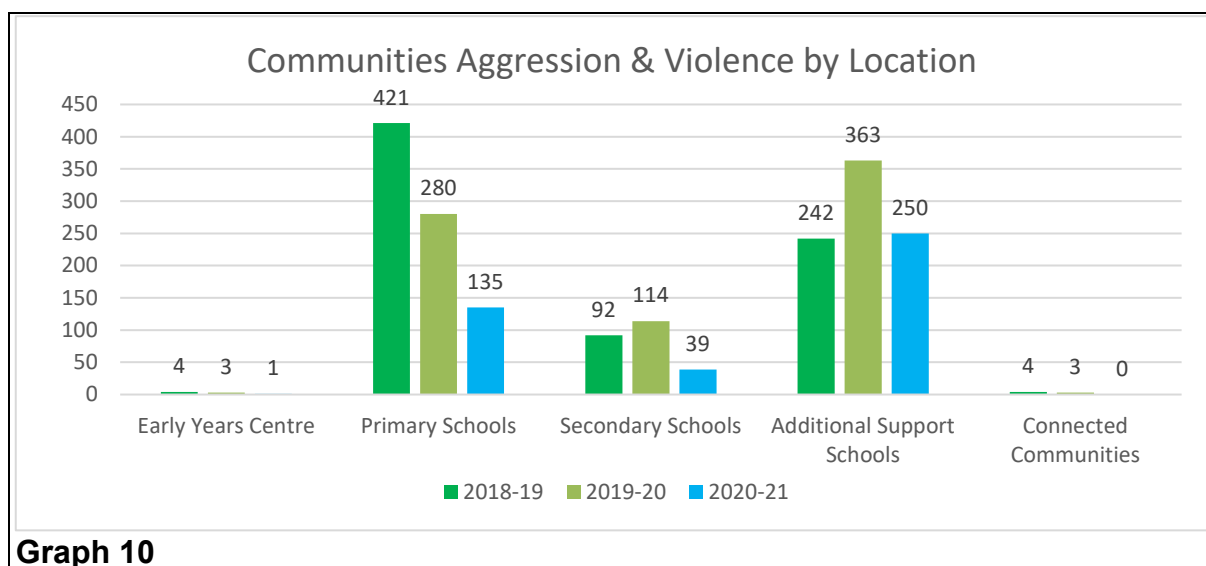
H&SCP currently continue to be responsible for assisting NHS Ayrshire and Arran in the deployment of the vaccination and testing programmes to both staff, and the population of North Ayrshire.

Communities & Education Directorate

- 4.32** Graph 9 below gives a detailed analysis of incidents within the Communities & Education Directorate where, in all three years, 'Struck Against/By Object' followed by 'Slip Trip Fall' and 'Use of Work Equipment' are showing the highest numbers out-with Aggression and Violence incidents.

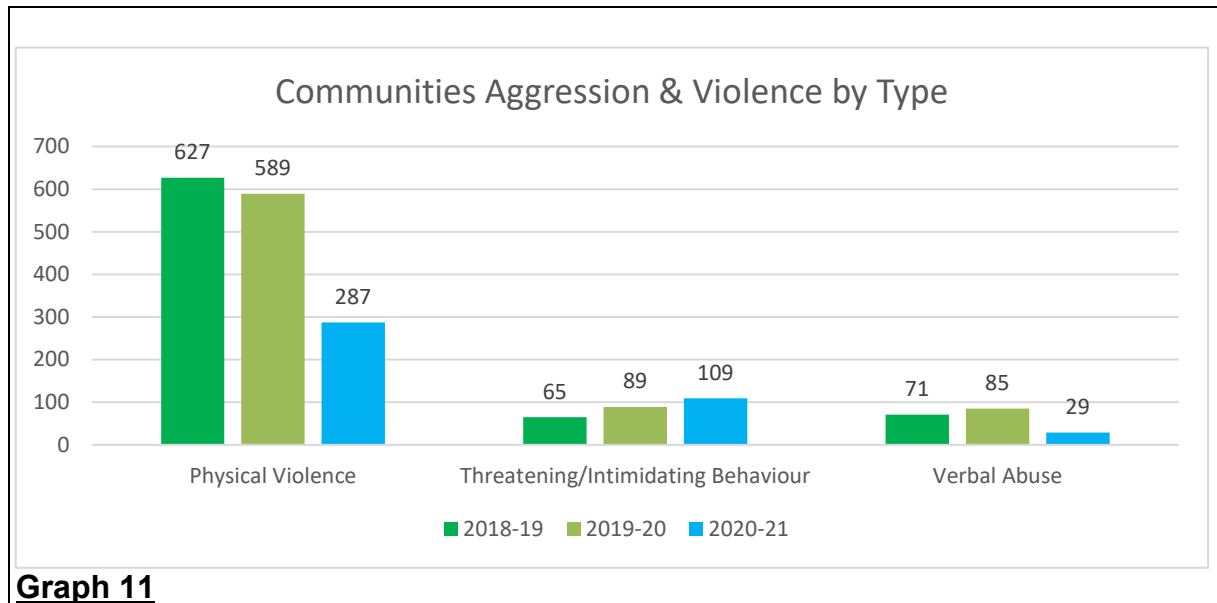


- 4.33** Over the 3-year period, the parts of the body being injured the most from 'Struck Against/By Object' are Head/Neck (29) followed closely by Arm/Hand (27) and then Leg/Ankle/Foot (7). The areas generating the highest numbers of 'Slip Trip Fall' incidents are Playgrounds/External Areas (33), Inside of School (26) and Gyms (18).
- 4.34** With reference to Near Miss Incidents, this is a positive health and safety performance category and would fall into the pro-active bracket as it results in corrective actions being implemented to prevent an incident taking place where someone suffers an injury. There is a distinct spike in 2019/20 and this may be as a result of the Near Miss Campaign which ran in 2018 and highlighted the importance of reporting Near Miss Incidents.
- 4.35** With reference to Aggression and Violence Incidents, the following totals were generated across the 3 year period, 2018/19 (759) 2019/20 (760) and 2020/21 (425), showing that the first two years are almost identical and are the best to compare given that last year due to COVID 19 there was reduced attendance at educational establishments.
- 4.36** Graph 10 below gives further analysis and shows that over the 3-year period, the highest number of incidents are taking place within ASN schools with a total of 855, followed closely by primary schools with a total of 836.



- 4.37** Graph 11 below shows a comparison of the type of aggression and violence incidents with physical violence showing the highest numbers; however, the data is showing a downward trend which is good.
- 4.38** Analysis of the data from the HSIR system shows that the number of recorded incidents of aggression and violence in ASN schools is proportionally higher than in other education settings. This is in line with expectations and can partially be explained as a result of specific additional support needs, including medical conditions. Nevertheless, the Education Service has committed to providing additional analysis of the circumstances behind this data, and will be the subject of ongoing discussions and planning at the service Health and Safety sub-group and other forums.
- 4.39** At the request of Head Teachers, a new category has been added to the incident report form – Aggression and Violence Without Intent. This allows staff to record

incidents that they believe to be unintentional and with reference to the 425 incidents recorded last year, 67 were deemed to be without intent.



- 4.40** Staff and Trade Unions have explored ways of trying to reduce the number and type of Aggression and Violence incidents; schools will continue to review pupil care plans and where appropriate consult and discuss pupil needs with parents and health partners. Where necessary, multi-agency meetings are set up to assist in developing strategies to support the needs of the young person and assist staff.

COVID 19 Planning

- 4.41** The Communities and Education Directorate (Education) set up a COVID-19 Recovery Board to plan and assist schools with risk assessments and ensuring the safe return of staff and pupils to schools and early years centres.
- 4.42** Part of the planning required the service to produce a Local Resilience Plan and COVID-19 specific generic risk assessments - one for early years establishments and the other for schools. At each point when the Scottish Government and Education Scotland publish new and updated guidance on COVID-19, these documents are reviewed, updated, and circulated to schools. Version 8 of the Resilience Plan and Versions 7 and 9 respectively of the early years and school risk assessments were circulated to educational establishments last month (May).
- 4.43** Lateral Flow Test devices have been made available to all staff in all educational establishments as well as all S1 to S6 pupils. Education HQ have also agreed that any member of education staff visiting a North Ayrshire Council educational establishment should also complete an LFT prior to visiting the establishment. It should be noted that it is not a mandatory requirement to undertake these tests.

Connected Communities

- 4.44** Connected Communities continue to provide staffing and logistical support to facilitate the Vaccination and Testing programmes within Community Facilities. Critical services such as but not limited to Early Years continues to operate safely and effectively

- 4.45** From 17 May 21', four 'walk-in' library services were re-instated under Covid-19 restrictions as pilot sites. Further library services will resume as Scotland enters the next protection level (1).
- 4.46** A robust package of safety measures has been drawn up to facilitate the return of lets and these measures include restart toolkits, revised capacity numbers, building risk assessments, COVID-19 supplementary terms and conditions and sector specific guidance.
- 4.47** Plans are underway to cautiously reintroduce the first intake of community lets under the category 'Mental Health and Support Groups' from 5 June 2021.
- 4.48** Community Hubs continue to support communities as we enter the recovery stages of the pandemic. Building Risk Assessments continue to be reviewed, updated and communicated to all staff.

5 Corporate Health and Safety Planned Improvements

- 5.1** To meet the requirements of Health and Safety legislation in relation to the Duty of Care and to improve the management of Health and Safety within the Council, it is important to identify areas to improve the safety culture and performance at all levels.
- 5.2** Corporate Health and Safety in conjunction with Directorates will seek to implement continuous improvement in a variety of ways. The following improvement actions are currently planned for 2021/22:
- Ensure that Near Miss reporting becomes the norm – performance is reviewed through Directorate Safety Groups
 - Further develop the Health and Safety Incident Reporting System
 - Review and cascade new or amended Health and Safety Policies/Guidance
 - Implementation of Lone Working Devices to complement Lone Working Activities
 - Increase delivery of health and safety training for all Services, including:
 - Roll out of virtual risk assessment training for volunteer groups
 - Roll out of new Corporate virtual risk assessment training for employees
 - Look into the possibility of delivering virtual IOSH Managing Safely courses and virtual IOSH Managing Safely Refresher courses
 - Complete development of an 'Incident Investigation Training Course for Managers/Supervisors' and roll out to services
 - Development of a Dynamic Risk Assessment training course
 - Implementation of COSHH Awareness course