

# Risk Management Section

## West Dunbartonshire Council Valuing our Employees

Health and Safety Annual Report  
April 2010 – March 2011



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## 1: Introduction

Health and safety performance and the well being of employees, the public and any other person who may be affected by Council undertakings is one of our primary objectives.

Towards achieving that objective and recognised as an indicator of good business management is the practice of having measurable markers in place within a reporting arrangement.

Whilst not a statutory requirement the Government and the Health and Safety Executive (HSE) believe that: “reporting on health and safety performance will help employers set realistic and achievable safety targets”.

Recording and reporting on work related accidents and ill health within West Dunbartonshire Council transparently demonstrates to stakeholders our commitment to measure, monitor and continually improve our health and safety standards. This information is a valuable health and safety management tool.

As such, the content of this Annual Health and Safety Report 2010-11 is considered an integral part of our service delivery.

This report summarises our arrangements to deliver good health and safety standards, together with performance data, including the numbers and types of accidents and incidences of work related ill health. It also outlines enforcement action and commentary on health and safety during the year 2010 to 2011.



David McMillan

## **2: Health and Safety Policy**

The Council is committed to safeguarding the health, safety and welfare of its employees, the public and other persons likely to be affected by the work of the Council.

We accept the aims and embrace the provisions of the Health and Safety at Work etc Act; the Management of Health and Safety at Work Regulations and other relevant statutory obligations and best practice. This includes continual progression of a health and safety culture which endeavours to improve standards of health, safety and welfare.

The Health and Safety Policy is central to the management of health, safety and welfare. It has been approved and adopted by the Council on 27th of November 1996 and is reviewed annually. Departmental Health and Safety Policies support and detail the organisation, arrangements and the procedures for its successful implementation.

David McMillan, Chief Executive, is responsible for health and safety within the Council. This responsibility includes ensuring that adequate resources are made available in order that health and safety arrangements can be effectively implemented.

### **2.1: Executive responsibility for Health and Safety**

Executive Directors Joyce White, Terry Lanagan, Keith Redpath and Elaine Melrose are responsible for ensuring and overseeing the implementation of health, safety and welfare standards at work regarding their respective service undertakings.

During the period 2010-11 Joyce White, Executive Director of Corporate Services supported by Andrew Fraser, Head of Legal, Administrative and Regulatory Services has administered and overseen the implementation of the Council's Health and Safety Arrangements. Competent health and safety advice, as

required by statute, has been provided to the Chief Executive and the Council by John Duffy, Section Head, Risk Management.

During the fiscal year 2010-11 John Duffy has been assisted by Corporate Health and Safety Officers, Departmental Health and Safety Co-ordinators and Health and Safety Assistants.

## **2.2: Health and Safety – 2011 centralisation**

As part of Council rationalisation the Corporate Health and Safety Team and Departmental Co-ordinators merged on 01 April 2011.

The newly merged centralised Council Health and Safety function has been created within Chief Executive's Department - reporting directly to the Section Head, Risk Management.

## **2.3: Trade Unions**

It is recognised that Trade Unions are an integral part of our Health and Safety Management System and are an essential representation on Corporate and Departmental Health and Safety Committees.

Quarterly meetings are scheduled where issues such as:

- the implementation and development of policy are discussed
- Departmental training outlined
- risk assessment progress and accident statistics reviewed
- including where appropriate, accident and incident trends.

The Committee consists of 12 members of equal representation between management and appointed union safety representatives and includes 1 elected member. Unison has agreed to represent non-union employees. The role of convener alternates between management and the trade unions.

The Risk Management Section attends and is represented in an ex-officio capacity.

### **3: Council activities - significant risk**

Council activities are wide ranging and include hazards associated with e.g. building maintenance, transport, machinery, grounds maintenance, electricity, manual handling, noise, vibration, fire safety, moving and assisting in residential care premises, asbestos, educational establishments and premises used by the public and contractors.

All Council work activities where significant risk is identified shall be assessed using the Corporate Risk Assessment Policy (Code 09). Each assessment will contain appropriate controls which, if required, are developed into a safe system of work.

#### **3.1: Health and Safety Management System**

The Council operates a health and safety management system based on the HSE guidance document “Successful Health and Safety Management” (HSG65).

Our policies include procedures, guidance, standards and implementation plans to assist management in identifying measures to ensure the health, safety and welfare of employees and other persons who could be at risk as a result of our undertakings.

Whereas previously the various Services had their own Health and Safety Co-ordinators / Link Officers to provide health and safety guidance and support such matters are now supported by the centralised Health and Safety Team within the Risk Management Section.

Other support mechanisms currently available (2011):

- In-house and external training on a variety of workplace health and safety topics
- Health and safety induction (Safety Basics) for new employees
- Occupational health arrangements, including access to a nurse and G.P
- Physiotherapy service targeted at e.g. musculoskeletal problems

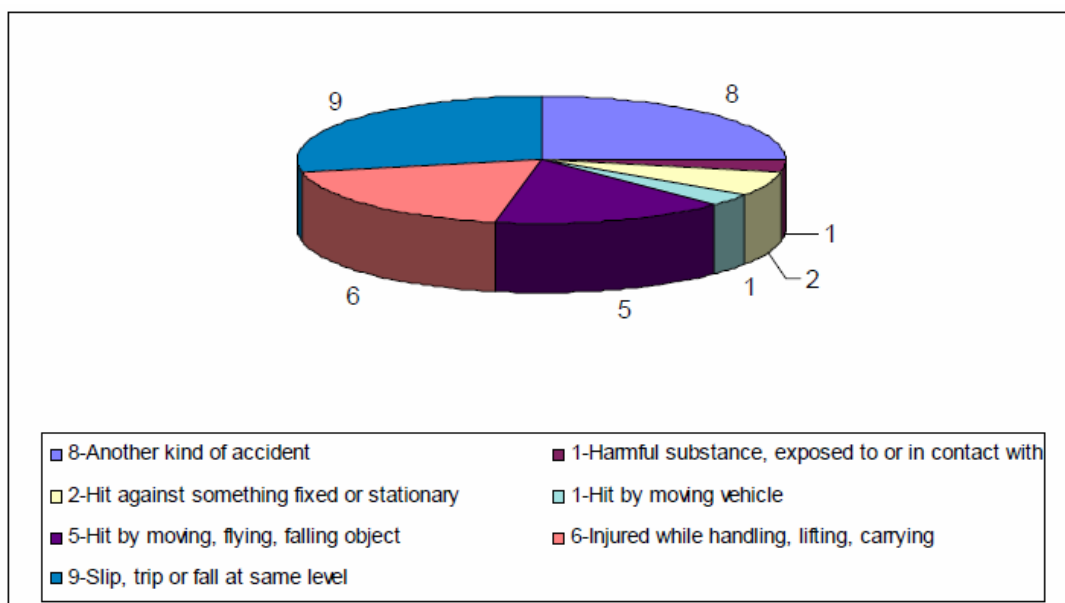
- Hand-arm vibration and Noise measurement, including control measures and screening
- Corporate and Departmental health and safety induction programmes
- Delivery of Institution of Occupational Safety and Health (IOSH) Managing Safely course
- Corporate Health and Safety Committee and Departmental Health and Safety Committees.

### 3.2: Common theme of reportable accidents 2010 – 2011

The common theme of the three main causes of reportable accidents identified during 2010-11 have been:

- slip, trip or fall at same level – 9 accidents
- injured while lifting or handling – 6 accidents
- hit by moving, flying falling object – 5 accidents.

The category 'Another kind of accident' accounted for 8 accidents (25% of reportable accidents).



**Figure 1:** Main Cause and Number of Reportable Accidents within each Category



#### 4: 2010-11 targets – how did we perform?

Targets had been set for 2010-11. This report advises that every target has been successfully achieved.

What we set out to do	Did we do it?
Undertake sample audit fire risk assessment programme of premises.	✓
Review progress regarding the implementation of the Stress Management Standards.	✓
Council's H&S management systems audit programme was to be continued.	✓
Develop further the Asset Management Database for properties e.g. fire and asbestos.	✓
Procedures regarding Asbestos Property Type Surveys for domestic premises were to be reviewed.	✓
Tender documentation was to be reviewed. Review was to include reference to CSCS and the checking of credentials for specialist work activities at construction pre-start meetings.	✓
It has been intended to afford consideration of extending the Construction Skills Certification Scheme (CSCS) for professional employees.	✓
The use of the REACTEC tool for monitoring vibration exposure was to be evaluated.	✓
Social Work and Health investigated the use of electronic communication devices to support employees when "Lone Working".	✓
Risk Management Section was to implement an in-house training programme to facilitate Managing Safely.	✓
Property Services and Grounds Maintenance were to be given refresher training on noise and vibration.	✓
Educational Services were to implement a slips, trips and falls campaign, review risk assessment for science departments, incorporate a DSE assessment programme.	✓ On-going



## 5: Council Services – synopsis of accident statistics

### 5.1: Chief Executive's Department



Chief Executive: David McMillan.

As senior officer David McMillan is accountable for the work of Council staff who run the local authority on a day to day basis.

The Chief Executive's own department is managed by Head of Service Lorraine Coyne who oversees Community Planning and Policy, Corporate Communications, Internal Audit and Risk and Performance.

During the fiscal period 2010-11 there were no accidents within the Chief Executive's Department.

TREND: In both categories 'No of Accidents' and 'Incident Rate Per 1,000 Employees' the trend is:

- Status Quo for Reportable accidents
- Non-Reportable categories showing improvement.

Employee Accidents by Department 2010-11	No of Employees (2009/10 in brackets)	No of Accidents 2010-11 (2009/10 in brackets)		Incident Rate Per 1,000 Employees (2009/10 in brackets)	
		Reportable	Non Reportable	Reportable	Non Reportable
<b>Chief Executive's Department</b> Trend for 2010 - 2011	<b>36</b> (30)	<b>0</b> (0) →	<b>0</b> (2) ↓	<b>0</b> (0) →	<b>0</b> (67) ↓
Overall Council trend for 2010 - 2011	<b>5238</b> (6976)	<b>32</b> (40) ↓	<b>132</b> (159) ↓	<b>6.1</b> (5.7) ↑	<b>25.2</b> (22.7) ↑

## 5.2: Corporate Services



Executive Director: Joyce White.

Corporate Services department leads and manages a range of services which aim to improve service provision for the local community, generate a positive workplace for our people, and ultimately deliver better outcomes for the population in West Dunbartonshire. Corporate Services provide services to improve the lives of all who work, live, and visit West Dunbartonshire.

The department comprises three distinct service areas:

- Finance, ICT and Procurement
- Human Resources and Organisational Development
- Legal, Administrative and Regulatory Services.

During period 2010-11 there was one reportable and 4 non-reportable accidents within Corporate Services.

TREND: This Service is generally a lower risk undertaking. Statistical outcome for 2010-11 is a general slight deterioration in accident rates.

Employee Accidents by Department 2010-11	No of Employees (2009/10 in brackets)	No of Accidents 2010-11 (2009/10 in brackets)		Incident Rate Per 1,000 employees (2009/10 in brackets)	
		Reportable	Non Reportable	Reportable	Non Reportable
<b>Corporate Services</b> Trend for 2010 - 2011	<b>394</b> (440)	<b>1</b> (0) ↑	<b>4</b> (4) →	<b>2.5</b> (0) ↑	<b>10.2</b> (9.1) ↑
Overall Council Trend for 2010 - 2011	<b>5238</b> (6976)	<b>32</b> (40) ↓	<b>132</b> (159) ↓	<b>6.1</b> (5.7) ↑	<b>25.2</b> (22.7) ↑

### 5.3: Educational Services



Executive Director: Terry Lanagan.

Educational Services is responsible for the delivery of all educational and cultural services to the people of West Dunbartonshire.

Educational Services incorporates the following;

- Pre-school and Early Education
- Primary Schools
- Secondary Schools
- Special Schools
- Libraries and Cultural Services
- Outdoor Education and Sports

TREND: In both categories of 'No of Accidents 2010-11' the trend is favourably improved. However - in category 'Incident rate Per 1,000 Employees' the Non reportable section reveals an untoward result with an increase in Non-Reportable from 8.5 to 12 accidents per 1000 employees.

This increase in accidents / decrease in Health and Safety performance takes account of fewer employees and the skewed impact on accident rate calculations.

Employee Accidents by Department 2010-11	No of Employees (2009/10 in brackets)	No of Accidents 2010-11 (2009/10 in brackets)		Incident Rate Per 1,000 Employees (2009/10 in brackets)	
		Reportable	Non Reportable	Reportable	Non Reportable
<b>Educational Services</b> Trend for 2010 - 2011	<b>1833</b> (2694)	<b>4</b> (9) ↓	<b>22</b> (23) ↓	<b>2.2</b> (3.3) ↓	<b>12</b> (8.5) ↑
Overall Council trend for 2010 - 2011	<b>5238</b> (6976)	<b>32</b> (40) ↓	<b>132</b> (159) ↓	<b>6.1</b> (5.7) ↑	<b>25.2</b> (22.7) ↑

## 5.4: Community Health and Care Partnership (CHCP)



Executive Director: Keith Redpath.

The Community Health and Care Partnership (CHCP) brings together both NHS and local authority responsibilities for community-based health and social care services within a single, integrated structure.

The CHCP came into being on the 1st October 2010, and has built on the strong local track-record of joint working between the staff and services of West Dunbartonshire

Council and NHS Greater Glasgow and Clyde.

TREND: Similar to Educational Services - both categories of 'No of Accidents 2010-11' displays favourable statistics – particularly in Reportable i.e. 15 down to 6 during 2010-11.

In category 'Incident rate Per 1,000 Employees' the Non Reportable results reveal an unfavourable outcome i.e. an increase in the number of accidents.

This result takes cognisance of and is partially due to the decrease in the number of employees i.e. less accidents (64 to 56) but due to decreased numbers of employees the ratio, per 1,000 employees, has actually increased.

Employee Accidents by Department 2010-11	No of Employees  (2009/10 in brackets)	No of Accidents 2010-11  (2009/10 in brackets)		Incident Rate Per 1,000 Employees  (2009/10 in brackets)	
		Reportable	Non Reportable	Reportable	Non Reportable
<b>Community Health and Care Partnership</b> Trend for 2010 - 2011	1220 (1595)	6 (15) ↓	56 (64) ↓	4.9 (9.4) ↓	45.9 (40.1) ↑
Overall Council trend for 2010 - 2011	5238 (6976)	32 (40) ↓	132 (159) ↓	6.1 (5.7) ↑	25.2 (22.7) ↑

## 5.5: Housing, Environmental and Economic Development



Executive Director: Elaine Melrose.

The Housing, Environmental and Economic Development (HEED) directorate is a major provider of front line services in West Dunbartonshire and comprises of a range of services that have a daily impact on the lives of every resident within the West Dunbartonshire area.

The functions delivered through the directorate are diverse with some being statutory requirements of the Council and other discretionary services. Services are delivered from a range of area offices, depots and facilities across West Dunbartonshire.

TREND: HEED incurred a higher number of reportable accidents.<sup>1</sup>

Both categories of Reportable show a significant increase with Non-reportable conversely showing a favourable drop off in accidents recorded. Similarly, as in other Services, the decrease in employee numbers skew the results in a less than favourable perspective per 1,000 employees.

Employee Accidents by Department 2010-11	No of Employees  (2009/10 in brackets)	No of Accidents 2010-11 (2009/10 in brackets)		Incident Rate Per 1,000 employees (2009/10 in brackets)	
		Reportable	Non Reportable	Reportable	Non Reportable
<b>Housing, Environmental and Economic Development</b> Trend for 2010 - 2011	1755 (2217)	21 (16) ↑	50 (66) ↓	12.0 (7.2) ↑	28.5 (29.8) ↓
Overall Council Trend for 2010 - 2011	5238 (6976)	32 (40) ↓	132 (159) ↓	6.1 (5.7) ↑	25.2 (22.7) ↑





<sup>1</sup> HEED: it is acknowledged that the nature and diversity of Housing, Environmental and Economic Development involves undertakings which are of higher risk within the Authority.

## 6: Accident statistics




The Council uses the following indicators to provide a consistent measure of its workplace health and safety performance.

These are:

- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR). HSE advises when making any comparisons either on a year-to-year basis or between one sector and another it is important to look at rates of ... injury per 100,000 in the workforce.<sup>2</sup> – Figure 2
- Days lost from work related accidents – Figure 3
- Employee accidents by department (rate per 1,000 employees) – Figure 4
- Main causes (RIDDOR) – Figure 5.





<b>RIDDOR Reportable Accidents (Rate per 100,000) employees)</b>								
	<b>04/05</b>	<b>05/06</b>	<b>06/07</b>	<b>07/08</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>	<b>Trend</b>
<b>Major Injury</b>	66	97	103	91	93	72	<b>210</b>	
<b>Over 3 day Injury</b>	909	566	883	710	742	559	<b>611</b>	
<b>Combined Total</b>	975	663	986	801	835	645	<b>821</b>	
<b>Employees</b>	6053	6188	6793	6852	6468	6976	<b>5238</b>	

**Figure 2** - RIDDOR accident (HSE Industry rate per 100,000 employees)

	<b>04/05</b>	<b>05/06</b>	<b>06/07</b>	<b>07/08</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>	<b>Trend</b>
Employees	6053	6188	6793	6619	6468	6976	<b>5238</b>	
Days Lost	1197	1284	2020	1589	1282	802	<b>946</b>	
Per 100,000	19775	20750	29736	24007	19821	11424	<b>18060</b>	





<sup>2</sup> HSE Statistics on fatal injuries in the workplace 2010/11  
<http://www.hse.gov.uk/statistics/fatalinjuries.htm>

**Figure 3** - Days lost from work related accidents

Employee Accidents by Department 2010-11						
Department	Employee Nos		No of Accidents (2009/10 in brackets)		Incident Rate Per 1,000 employees (2009/10 in brackets)	
	2009 /10	2010 /11	Reportable	Non Reportable	Reportable	Non Reportable
Chief Executive's	30	36	0 (0)	0 (2)	0 (0)	0 (67)
Corporate Services	440	394	1 (0)	4 (4)	2.5 (0)	10.2 (9.1)
Educational Services – including Head Teachers	2694	1833	4 (9)	22 (23)	2.2 (3.3)	12.0 (8.5)
Social Work & Health	1595	1220	6 (15)	56 (64)	4.9 (9.4)	45.9 (40.1)
Housing, Environment & Economic Development	2217	1755	21 (16)	50 (66)	12.0 (7.2)	28.5 (29.8)
Council Trend	6976	5238	32 (40) 	132 (159) 	6.1 (5.7) 	25.2 (22.7) 

**Figure 4** - Employee accidents by department (rate per 1,000 employees).

Note: The number of employees referred to in this report for statistical purposes have been obtained from Corporate Services/Human Resources.

Main Cause	05/06	06/07	07/08	08/09	09/10	10/11	Trend
Injured while handling, lifting, carrying	14	17	13	10	10	6	
Slip, trip or fall at same level	9	25	19	22	15	9	
Hit by moving, flying, falling object	4	8	5	5	2	5	
Another kind of accident					6	8	

**Figure 5:** Main causes – category RIDDOR reportable



### **6.1: Accident rates and Cost of accidents methodology**

Accident incidence and frequency rates provide a means of measuring safety performance over time comparing accident statistics published by external sources such as HSE.

Comparing reportable injury information is just one way of assessing an organisation's safety performance.

In many organisations reportable injuries represent only a small proportion of the total number of injuries to employees. Records of more minor, non-reportable injuries, and of 'near misses', may also be converted into incidence rates and used to monitor trends over time or between different parts of the operation. Analysis of the data to identify the main causes of injury, for example, can help to identify risks that need to be controlled and prevent further accidents.

#### **Cost of accidents at WDC**

Our Council has pioneered and developed a methodology for costing accidents associated with Local Authority activities.

The methodology is currently being reviewed to take into account restructures within the Council. It is anticipated the methodology will be incorporated within the Comprehensive Human Resource Integrated Solution 21 (CHRIS 21) programme.

Thereafter, it is anticipated that future Annual Health and Safety Reports will detail an accurate representation of the financial and associated costs of accidents within WDC.

## 7: Enforcement Action

WDC received no direct enforcement notices 2010-2011.

However, WDC acting as Client were legislatively involved by the actions of Principal Contractors.

Enforcement action during year 2010-11 entailed the following:

- Principal Contractor (refurbishment of Clydebanks Townhall) being served an Improvement Notice regarding Fire Safety concerns. This was served by an HSE Construction Inspector in regard the following statutory provisions:
  - Health & Safety at Work etc. Act 1974, Section 2(1) and Section 3(1)
  - Construction Design and Management Regulations 2007 Regulation 38, Regulation 39, Regulation 40, Regulation 41

### **Reasons**

- *Suitable and sufficient steps were not taken to prevent, so far as is reasonably practicable, the risk of injury during the construction work from fire because there were no identified emergency routes and exits, there were no means of fire detection and alarm systems, the fire fighting equipment was not suitably located, the access routes on the site were not clear of obstructions.*

- Principal Contractor being served a Prohibition Notice regarding Re-roofing and Re-render works at Irving Avenue, Hardgate i.e. an unsafe scaffold. This breach was dealt with by an HSE Construction Inspector under:
  - Health and Safety at Work etc Act 1974  
with cognisance being taken of -
  - The Work at Height Regulations 2005 and
  - Construction (Design and Management) Regulations 2007.
- Various WDC premises have been served Notification of Fire Safety Deficiency letters.
  - Notification of Fire Safety Deficiency letters are now standard procedure for Strathclyde Fire and Rescue.

Deficiencies are being / have been satisfactorily resolved with remedial works undertaken in accordance with agreed action plans - undertaken to the satisfaction of Strathclyde Fire & Rescue.

## **8: Occupational Health**

Occupational Health is a clinical specialty which deals with health and work. Its role is to keep workers healthy and at work through protecting them from workplace health hazards as well as rehabilitating injured or ill workers back into the workplace. Our Occupational Health services are delivered by Serco Occupational Health; Serco is an independent Occupational Health provider.

- Occupational Health, West Dunbartonshire Council, Units 13 & 15  
Levenvalley Enterprise Centre, Castlehill Road, Dumbarton G82 5BN.

The Wellbeing & Attendance Team, Corporate HR are leading the implementation of the new occupational health service and actively welcome feedback from Line Managers on ways in which they can assist in delivering services to meet employee needs.

- Contact the Wellbeing and Attendance Team on 01389 737593 if you wish to discuss any aspect of the service provision.

Line Managers can also contact their Departmental HR Team if they require any assistance regards the new service in place.

## **9: H&S Progress – Policy Review**

We continually review our safety management system to ensure that the Council complies with current legislation for the purposes of improving our performance.

- All policies have been revised in 2011 to take account of legislative changes, best practice and internal health and safety arrangements.

## 10: Possible forthcoming legislative change in 2011-2012

The UK version of a European Union-wide law on asbestos safety is to be amended after the European Commission (EC) ruled it is illegally lax. In a 28 April statement the Health and Safety Executive (HSE) 'confirmed its agreement' with the EC's finding that the UK had actually *under-implemented* Europe's asbestos law. The February 2011 'reasoned opinion' from the EC, in response to a 2006 complaint from the Asbestos Removal Contractors Association, gave the government two months to amend the law or face possible action at the EU's Court of Justice.

The 28 April statement noted: 'The UK has confirmed its agreement to a reasoned opinion by the European Commission. Discussions are under way with the Commission about next steps.' The EC found the UK had misinterpreted requirements on 'sporadic and low intensity exposure to asbestos' to justify the exclusion of considerable amounts of asbestos work from asbestos licensing, health assessments and exposure recording requirements.

Any forthcoming change in Asbestos legislation may have an impact on the undertakings of WDC. It has been debated that an increase in the scope of what is presently considered to be Notifiable Asbestos Works will expand.

## 11: Targets for year 2011-2012

What we shall set out to do
<b>Fire Safety</b> Continue with audit of fire risk assessments within council premises.
<b>Safety – Policy and Procedures</b> Develop and implement an audit programme of the Council's Health and Safety management systems with a focus on higher risk premises.
<b>Audit</b> <ul style="list-style-type: none"> <li>• REACTEC tool (for monitoring vibration exposure) – is it being used effectively with proficient keeping of records</li> <li>• Assess status of Stress Management Standards.</li> </ul>
<b>Inspections</b> <ul style="list-style-type: none"> <li>• Inspect 5% scaffolds re standards and competencies</li> <li>• Proactively audit / inspect 5% contractors site / work activities.</li> </ul>
<b>Review</b> <ul style="list-style-type: none"> <li>• PQQ / tender documentation to e.g. include reference to contractors' asbestos awareness for construction activities.</li> </ul>
<b>H&amp;S software applications</b> <ul style="list-style-type: none"> <li>• Evaluation of the functionality of the current Asset Management Database re legislative property requirements e.g. fire, legionnaires and asbestos</li> <li>• Development and implementation of CHRIS21 Workforce Management System H&amp;S module.</li> </ul>
<b>Asbestos</b> <ul style="list-style-type: none"> <li>• Review procedures regarding Asbestos Property Type Surveys for domestic premises</li> <li>• Audit compliance with HSE Guidance document Asbestos: The survey guide.</li> </ul>
<b>H&amp;S Training - post centralisation of H&amp;S function</b> <ul style="list-style-type: none"> <li>• Review in-house training programmes</li> <li>• Evaluation of IOSH Managing Safely.</li> </ul>

## 12: Conclusion 2010-2011

David McMillan CEO has endorsed a UK legislative code of practice by acknowledging that accurate recording and reporting on work related accidents is a valuable health and safety management tool.



April 2011: has seen a new centralised Health and Safety function being formed within Chief Executive's Department.

This Annual Health and Safety Report 2010-2011 provides demonstrable evidence in that:

- safety arrangements within West Dunbartonshire Council are identified; principal safety responsibilities are noted and recognised; performance data – including numbers and types of accidents have been transparently reported upon; an outline of enforcement action has been succinctly described and our H&S 2010-2011 performance targets have been met.

Of significance is the identification of a quantifiable reduction in accidents during 2010-2011 – ref: Page 15 Figure 4

- *Reportable: 40 to 32*
- *Non reportable: 159 to 132.*
- The formation of our new Health and Safety function shall bring new challenges for 2011-2012 with progress being reported upon in Report 2011-2012.

No of Accidents (2009/10 in brackets)	
Reportable	Non Reportable
0 (0)	0 (2)
1 (0)	4 (4)
4 (9)	22 (23)
6 (15)	56 (64)
21 (16)	50 (66)
32 (40)	132 (159)
	

Concluding our 2010-2011 report it is recognised that diligent effort and input from not only our Safety Officers will be required in the forthcoming year – but also the valued contribution and support afforded from all Elected Members, Line Managers and Employees.



Any comments or queries regarding this report contact

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