

Annual Health and Safety  
Report

2023 - 2024

## Contents

---

1. Introduction .....	3
2. External review findings and progress against recommendations .....	3
3. Progress against 2023-24 objectives .....	5
4. Additional in-year activities .....	11
5. Investigations, incidents, absence and claims .....	11
6. National priorities and changes .....	13
Appendix 1: Incident statistics .....	14
Appendix 2: HSE national updates .....	16
Appendix 3: Update on outstanding corrective actions arising from audits and investigations 2022-2024. ....	18
Appendix 4: Progress against recommendations made in the 2023 external review	21

## **1. Introduction**

---

- 1.1 This annual report provides an overview of health and safety management activity during 2023-24. It includes progress against the Council's agreed health and safety objectives and an analysis of incident statistics. In addition, it highlights the support provided throughout the year by the Health and Safety Team (HST) to Council services and takes account of the organisational, local and national context.
- 1.2 Following a number of significant incidents in the previous reporting year an external review of health and safety management arrangements across the Council was carried out between March and June 2023, with a particular focus on the Operations Department as the location of both the incidents of concern and the highest areas of risk in the Authority. An action plan in response to this review has been developed and updates provided to the Corporate Health and Safety Joint Consultative Committee (JCC) on progress with this work.
- 1.3 In addition to the above, the Council's health and safety priorities this year have continued to focus on embedding and strengthening the core basic requirements of a robust health and safety management system. Key to achieving this has been close collaborative working with employees, managers and the Trades Unions.
- 1.4 In February of this year responsibility for the management and maintenance of the Council's housing stock transferred back under the direct control of the local authority. As part of this, the Council has re-gained direct responsibility for the key safety elements of this function. With reference to this report, this includes the occupational health and safety responsibilities for those staff transferring into Council employment.
- 1.5 The Council's health and safety priorities for 2024-25 are set out in the Council's Health and Safety Strategy for 2024–27, which should be read in conjunction with this report.

## **2. External review findings and progress against recommendations**

---

- 2.1 Following three significant health and safety incidents in late 2022 / early 2023 the Council commissioned an external review of arrangements across the organisation and with a specific focus on the Operations Department. – The review commenced in March 2023 and concluded in June. It noted the significant recent progress that has been made in terms of Health and Safety governance, Trade Union collaboration and the production of annual and quarterly reports. It also acknowledged the commitment of staff at all levels in the context of the financial pressures facing the Council.

2.2 To build on this work and further strengthen arrangements, a total of 31 recommendations were made and Appendix 4 provides a full update on progress with these recommendations. Strategically, three key areas for action were highlighted through the review:

- To develop a new multi-year Health & Safety Strategy: A Health and Safety Strategy for 2024-27 has been developed, which clearly sets out the Council's approach to health and safety management, its priorities for the next three years and a number of KPIs to monitor performance.
- To strengthen the risk assessment process: The Council's risk assessment process has been reviewed and new guidance, a revised risk assessment needs checker (which summarises the risk profile of services) and risk assessment template have been developed and launched. A central storage location has been developed in Teams for all services to use to ensure full corporate visibility of risk assessments and enable strengthened quality assurance. - Risk Assessment Needs Checkers have been uploaded for all 88 service areas and the HST are working in partnership with services to upload individual risk assessments. When last audited (17 May 2024) a total of 776 individual risks had been identified as needing to be risk assessed, and risk assessments have been uploaded for 415 of these. Completion of this work will be a KPI within the Health and Safety Strategy and a rolling quality assurance process will begin in Q2 of 2024-25.
- To strengthen assurance of training compliance: The HST has worked closely with colleagues in the Operations Department to compile a comprehensive position statement, by employee, on all required health and safety training to strengthen corporate assurance and oversight. The HR Team are now working to upload this information into iTrent to allow effective recording and reporting, and OD colleagues are supporting Operations managers to develop a training plan, procure training providers and arrange delivery to ensure a clear cycle of delivery in line with safety requirements. Once this is in place for the Operations Department, this work will be rolled out across the Council, beginning with Housing Services.

### 3. Progress against 2023-24 objectives

3.1 The 2022-23 Annual Health and Safety Report set out a number of priorities for action in 2023-24, with the aim of embedding and strengthening the core basic requirements of a robust health and safety management system.

Progress against these objectives is set out below:

	<b>2023-24 Objective</b>	<b>Progress</b>
1	<p><b>Risk Based Audits and Investigations.</b></p> <p>Based on the contents of the Annual Risk Assessment Needs Checker exercise, the HST will conduct a further 4 in-depth Health and Safety Audits this year. The team will also continue to promote the importance of accurate health and safety reporting and respond to incidents of concern as and when required.</p>	<p>The HST completed 2 of the 4 health and safety audits:</p> <ul style="list-style-type: none"> <li>▪ Quarter 1 – Architectural Services (asbestos management)</li> <li>▪ Quarter 2 – Building Control</li> </ul> <p>An update on actions arising from these audits is provided as Appendix 3.</p> <p>The delivery of the third and fourth audits planned for the year (Highways and School Crossing Patrol) was delayed given the need to focus resources on both response work following the external review of health and safety arrangements noted above, and urgent work which arose in year related to both assuring Fire Risk Assessment compliance in Council buildings and response to the identification of RACC in the Bury Market Hall.</p> <p>These audits will now take place in 2024-25.</p> <p>Two schools, Derby High and Chesham Primary, were also audited in 2023-24.</p> <p>In addition to this formal audit activity, regular inspections have been carried out as part of the HST's day to day activities. This year inspections have taken place at: Bradley Fold depot, New Kershaw Centre, the Pupil Referral Unit, areas of the Town Hall and Fernhill Travellers' Site.</p>

		<p>During the period October to December 2023 the HST made inspection visits to 14 Bury Council establishments as part of a fire safety compliance exercise. The team also visited units within the Millgate Shopping Centre on 3 occasions and produced 5 FRAs for trading units there.</p>
<p><b>2</b></p>	<p><b>Training</b>  We will continue to deliver a comprehensive programme of training through a variety of methods to improve both the generic and specialist training available to Council staff.  For the 2023-24 year this work will include:</p> <ul style="list-style-type: none"> <li>▪ A specific session for Senior Managers on health and safety responsibilities</li> <li>▪ Continued roll-out of mandatory training for all managers on health and safety</li> <li>▪ Continued delivery of specialist health and safety training in high-risk services</li> <li>▪ The introduction of mandatory health and safety e-learning for all staff</li> <li>▪ The commissioning of a bespoke package of targeted training for staff most at risk of violence and aggression at work.</li> <li>▪ A full review of the Council's approach to monitoring, tracking and the quality assurance of</li> </ul>	<p>Michael Hayton (KC) delivered a master class on health and safety responsibilities to the Senior Management Forum on 24 April 2023. This was followed up with a reflections session held on 23 June 2023.</p> <p>Health and Safety is included as a key component of the Council's Management Development Programme (MDP). As of 28 March 2024, 30.8% of managers had completed this training.</p> <p>Progress to deliver a comprehensive programme of generic and specialist training to Bury Council staff is ongoing. Training needs continue to be identified from: the Risk Assessment Needs Checker exercise, Training Needs Analysis exercises from within Service Areas, new or updated legislation and/or changes to HSE Guidance, through JCC and Health &amp; Safety meetings and through suggestions from the HST and Heads of Service.</p> <p>We continue to promote relevant modules from the 'Me Learning' suite of e-learning training. The Fire Safety and First Aid awareness e-learning modules remain mandatory for all employees that use council buildings. During the year, the e-learning module "Health and Safety in the Workplace" provided as part of the Me-Learning contract was added, along with a supplementary Bury Council specific module was added to the Council's list of mandatory training for all staff and as of 28 March 2024 has been completed by 54.6% of colleagues.</p> <p>Specialist training delivered by the HST during 2023-24 has included:</p> <ul style="list-style-type: none"> <li>▪ Accredited IOSH Managing Safely training – 60 managers completed the full 3-day course with 7 completing the 1 day refresher</li> </ul>

	<p>essential role-based health and safety training.</p>	<ul style="list-style-type: none"> <li>▪ Client duties under CDM 2015 training was developed and delivered to the Market's management team</li> <li>▪ Fire Marshal responsibilities training for those attending Council meetings was developed by the HST and delivered by the Facilities Management Team</li> </ul> <p>The delivery of "Toolbox Talks" by managers within the relevant Service Areas continues to be encouraged.</p> <p>A bespoke package of targeted training for staff most at risk of violence and aggression at work has been commissioned and delivery is underway.</p> <p>Training will continue to be a significant area of focus in 2024-25. This will particularly focus on monitoring, tracking and quality assuring essential role-based health and safety training, which has already begun in the Operations Department.</p>
<p><b>3</b></p>	<p><b>Information, Procedures &amp; Guidance</b> We will continue to review and update health and safety Policies, Procedures and Guidance information. The intention for the forthcoming year is to again review 15% of all health and safety information available to staff on the Bury Council intranet.</p>	<p>Work continued to review and update health and safety policies, procedures and guidance information. Information was reviewed in the following areas: Stress, Fire Safety, Asbestos, Construction Design &amp; Management Regulations requirements, COSHH, the Health &amp; Safety Tool (for agile working), Health &amp; Safety Induction, Risk Assessment and Health &amp; Safety Policies. The target for the 2023-24 year was to review 15% of all health and safety information available to staff on the Bury Council intranet. This was surpassed, as 23.7% of documents were reviewed and updated.</p> <p>Work to review and update further health &amp; safety policies, procedures, guidance documentation and communications will be ongoing throughout the 2024-25 reporting year.</p>
<p><b>4</b></p>	<p><b>Health and Safety within the Operations Department</b></p>	<p>The outcomes of an external review of Health and Safety arrangements within the Council, with an emphasis on those arrangements within the Operations Department, were reported to Council management during the 2023-24 year.</p>

	<p>The Council will respond to the external review of Health and Safety within the Department, which should be finalised within the first quarter of 2023/24.</p>	<p>Work to address areas for improvement highlighted in the review is ongoing, as set out in Part 2 of this report.</p>
<p><b>5</b></p>	<p><b>Schools</b></p> <p>Work to embed the arrangements for Schools' health and safety management will continue. Support and guidance will be provided to schools where appropriate. Providing support through attendance at Schools' Health and Safety Committee and Schools Assurance Board meetings will continue. A reviewed and updated Schools Health &amp; Safety Policy Template will be issued, and a new Schools Health &amp; Safety Assurance Checker exercise will begin at the start of the 2023-24 academic year</p>	<p><u>Schools' Health &amp; Safety Committee</u></p> <p>Schools' Health &amp; Safety Committee meetings continue to be attended by a member of the HST, the Director of People &amp; Inclusion, the Strategic Lead for Schools and representatives from relevant Trades Unions. The Committee met regularly during the 2023-24. Issues relevant to the health, safety and wellbeing of schools' staff were discussed and actions to resolve these issues were sought.</p> <p><u>School's Health &amp; Safety Policy</u></p> <p>In 2023-24 a review of the Schools' Health and Safety Policy template was undertaken. This was issued to schools at the start of the 2023-24 academic year.</p> <p>As part of this a strengthened request for assurance information regarding health and safety management arrangements within all Bury maintained schools exercise was included. This request asked for copies of 4 important Health &amp; Safety management documents from all maintained schools (Health &amp; Safety Policy, Fire Risk Assessment, Asbestos Management Plan and Legionella Risk Assessment). All 33 schools approached provided a reply. A sample of 48% of the returns was evaluated and a report on the findings from this monitoring exercise were reported to the Schools H&amp;S Committee.</p> <p><u>HST Support to Bury Schools</u></p> <p>Support is provided through HST inspection/audit visits to schools where specific significant areas of concern have been raised. This included audits of one Bury maintained High School and one Primary School during the year.</p> <p>Guidance and support to schools arising from Children's Services management contact, through issues raised via the Schools Assurance Board and Schools</p>



		<p>Health &amp; Safety Committee meetings has also taken place throughout 2023-24. This will continue throughout the 2024-25 reporting year.</p> <p><u>Consortium of Local Educational Authorities for the Provision of Science Services (CLEAPSS)</u></p> <p>CLEAPSS was selected to provide Radiation Protection Advisor (RPA) services to Bury Council schools for the 2023-24 year. It was agreed that a Health &amp; Safety Advisor would act as the Bury Council Radiation Protection Officer (RPO) to support this arrangement.</p> <p>The Health &amp; Safety Advisor attended and successfully completed RPO training in the 2023-24 year. Both Bury Schools have been contacted to arrange an inventory and advisory visit.</p> <p>CLEAPSS membership for relevant Bury schools for 2024-25 has been renewed.</p>
6	<p><b>Health and Safety Communications &amp; Awareness</b></p> <p>We will continue to develop a programme of communication, engagement and awareness raising activities to strengthen understanding, awareness and confidence around health and safety.</p>	<p>The Health &amp; Safety Joint Consultative Committee (JCC) continued to meet throughout the 2023-24 reporting year. Improvements to health and safety governance through the JCC have been made; it is now well established and receives quarterly reports on health and safety performance. There is a direct line of communication to the Bury Council Executive Team from the JCC.</p> <p>The Trades Unions are working closely with the Bury Council HST. This has primarily been through a series of joint inspections of Council buildings. The inspections include direct contact with Bury Council employees, during which the opportunity to discuss areas of concern is given.</p> <p>The HST issue updates on health and safety legislation and guidance to all employees via global emails that are sent out through the Bury Council Communications Team, usually as part of “Wellbeing Wednesdays” emails. Examples are: work related violence and aggression (WRV&amp;A), managing stress,</p>

		asbestos, fire safety and health and safety in the workplace e-learning, staying safe at home and heat stress hot weather working.
7	<p><b>First Aid</b></p> <p>We will complete a review of First Aid provision within Bury Council within the 2023-24 reporting year.</p>	<p>An initial review of First Aid provision within Bury Council was undertaken and detail regarding roles and responsibilities is to be developed and rolled out in 2024-25.</p> <p>E-learning training in First Aid Awareness remains a mandatory requirement for all employees working in Council buildings. As of 28 March 2024, 58.2% of Bury Council employees who are required to undertake this training had undertaken it.</p>
8	<p><b>Fire Safety</b></p> <p>Following the lifting of COVID Secure Working Arrangements, the introduction of a robust system of Fire Marshal arrangements within Bury Council occupied buildings has been identified as a priority work area for 2023-24. This recognises that occupancy levels of buildings have increased significantly after 'Lock Down' and the occupancy level of key buildings (e.g. the Town Hall) will increase further as a result of the Bury Council buildings stock rationalisation exercise. The HST will be working closely with the Bury Council FM service to achieve this.</p>	<p>A system of Fire Marshal arrangements was introduced following a number of fire safety initiatives. These included: overseeing and reporting on the effectiveness of 3 Fire Drills, taking part in discussions regarding the best way to provide coverage with Fire Marshals during periods of lower building occupancy and agile working, providing professional opinion and advice relating to the relocation of Service Areas into the New Kershaw Centre and Elizabethan Suite sites, producing and delivering guidance on Fire Marshal responsibilities for those attending Council meetings.</p> <p>During the period October to December 2023 the HST supported Facilities Management colleagues in a large Health &amp; Safety Compliance Assurance Exercise.</p>

## 4. Additional in-year activities

---

### 4.1 COVID

By the end of 2022-23 all restrictions had been lifted and a small number of remaining COVID secure working arrangements, e.g. in relation to hand sanitation and ventilation, were downgraded from mandatory requirements to advisory recommendations. Therefore, the HST kept a watching brief on any COVID related guidance which may have been issued throughout the 2023-24 year. The generic Covid-19 Risk Assessment for the Council remains in place and will be reviewed in the light of any new information and guidance issued. HST monitoring of COVID secure working arrangements and restrictions continued throughout the year.

### 4.2 Health and Safety compliance assurance exercise

The HST provided a significant amount of support to the Facilities Management Team regarding a health and safety compliance exercise for all key Council buildings. Subsequent to this, time was spent ensuring fire safety compliance.

### 4.3 Reinforced Autoclaved Aerated Concrete (RAAC)

RAAC was identified in the roof structure of Bury Market main hall which resulted in the Market being temporarily closed. Several stallholders were relocated to vacant units of the Millgate Shopping Centre and adjoining areas. Advice was provided in respect of the Market Hall, and the HST undertook a number of FRAs to ensure fire safety compliance for all the offered trading locations.

### 4.4 Health Surveillance

The Council's Occupational Health provision was outsourced in July 2023 and Optima Health have commenced delivery of a managed health surveillance programme. As of 3 June 2024 88.2%, of staff requiring health surveillance have already attended or have appointments scheduled.

### 4.5 Integration of Housing Services

Six Town Housing was integrated back into the Council in February 2024. A base line assessment of health and safety performance is due to be carried out during the early part of 2024/25.

## 5. Investigations, incidents, absence and claims

---

### 5.1 Investigations

No major health and safety investigations took place during the 2023-24 reporting year.

## 5.2 Incidents

During the 2023-24 reporting year there were 232 accidents/incidents/near misses/dangerous occurrences reported.

There were:

- 81 reports involving members of the public.
- 151 reports involving employees.

Of these there were:

- 29 near misses
- 4 dangerous occurrences
- 5 RIDDOR reportable incidents

The total number of reports in 2023-24 represent an increase on the previous year, from 202 to 232. This should be set in the context of a significant increase (from 7 to 29) in the number of near misses reported and an increase of 13 (from 26 to 39) in the number of work-related violence and aggression (WRV&A) incidents reported. - The WRV&A guidance information was re-issued towards the end of the 2023-24 reporting year and training courses started for services identified as at a higher risk, informed by incident reports. The HST have also supported a review of risk assessment arrangements in relevant services.

The number of RIDDOR reportable incidents reduced from 6 in 2022-23 to 5 in 2023-24.

More detailed analysis of the 2023-24 reports statistics is provided in Appendix 1.

There were no HSE interventions (although a HSE investigations in relation to an incident from 2022-23 remained ongoing).

## 5.3 Sickness absence

The Council lost an average of 13.71 days per full-time equivalent employee due to sickness in 2023-24. This is a decrease on 14.5 days during the previous year.

The main causes of long-term absence as at the 31 March 24 were stress, depression, mental health and fatigue at 39.16% and musculoskeletal injuries at 16.31%.

The largest cause of short-term absence was stress, depression, mental health and fatigue at 14.51%.

Addressing sickness absence is a significant area of focus for the HR Team, with regular reporting, data analysis and working together with Service Managers to drive down sickness absence. This has been supported by the transition to a new Occupational Health provider in 2023-24. The HR Team will continue to work closely with the HST in this area.

#### 5.4 **Employers liability claims**

There were 7 Employers Liability claims received/reported during the year, with a total reserve of £339,487.

When comparing claims information for the previous year (9 employers liability claims with a total reserve of £181,169k) there has been a significant rise in the total reserve despite a small reduction in the number of claims received. The majority of claims are from manual workers across a range of service areas.

## 6. **National priorities and changes**

---

6.1 The HST have kept abreast of the national landscape and priorities of key regulatory and sector bodies and have taken action and/or communicated information to employees/Council services as appropriate.

6.2 Details of HSE national campaigns, e-bulletins, webinars and updates to guidance and health & safety legislation which are of particular relevance to the work of Bury Council received during the 2023-24 year are numerous and are therefore contained in Appendix 2.

## Appendix 1: Incident statistics

During the 2023-24 period there were 232 reported accidents/incidents/near misses and dangerous occurrences. This is an increase from 202 in the previous year.

<b>Reported Accidents/Incidents</b>	<b>2022-23</b>	<b>2023-24</b>
Members of the public	85	87
Employees (including Agency Workers and Contractors)	117	145
<b>TOTAL</b>	<b>202</b>	<b>232</b>

5 of these incidents (down from 6 in 2022-23) were reported to the HSE under the requirements of the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) as detailed below:

<b>Breakdown of RIDDOR reported incidents</b>	<b>2022-23</b>	<b>2023-24</b>
Over 7-day absence	3	3
Fractures to bones	1	2
Occupational Disease (HAVS)	1	0
Dangerous Occurrence	1	0
<b>TOTAL</b>	<b>6</b>	<b>5</b>

The breakdown of incidents involving employees reported by Department shows significant increases for Children and Young People and the Corporate Core: Corporate Core was due to an increase in reporting of WRV&A incidents relating to the Town Hall reception. The rise in Children's was once again WRV&A reports.

<b>Breakdown of incidents involving staff by Department</b>	<b>2022-23</b>	<b>2023-24</b>
Operations	90	90
Children & Young People	9	17
Health & Adult Care, (formerly OCO)	7	5
Corporate Core	10	32
Business Growth & Infrastructure	1	1
<b>TOTAL</b>	<b>117</b>	<b>145</b>

The breakdown of incidents involving members of the public and clients highlights an increase over the past year for Health and Adult Care and Children and Young People, but a decrease for Operations. The majority of Health and Adult Care incidents are centred around the two sheltered housing schemes (Griffin & Falcon house). The Children and Young People ones are from day centres and causes are quite varied (allergic reactions, contact with electricity etc). All incidents have been reviewed by the HST and the view is that there is no underlying issue behind this rise:

### **Breakdown of incidents involving members of the public by Department**

	2022-23	2023-24
Operations (Leisure)	57	38
Operations (Markets)	13	9
Operations (Libraries)	8	6
Operations (Transport)	0	3
Children & Young People	2	11
Corporate Core	4	4
Health & Adult Care (formerly OCO)	1	16
<b>TOTAL</b>	<b>85</b>	<b>87</b>

A breakdown of incidents involving employees by cause (as determined by the manager) shows a rise of 34, influenced by 22 more near miss reports and 13 more reports of WRV&A:

<b>Breakdown of incidents by cause</b>		
	2022-23	2023-24
Work related violence	26	39
Road traffic collision	5	5
Fire	0	1
Theft of property	0	6
Slip, trip or fall	14	24
Exposure to hazardous chemicals/substances	4	1
Manual handling	21	13
Stung/bite by insect	0	1
Exposure to biological agent	0	1
Trapping/crushing Incident	1	1
Medical condition	1	1
Animal related attack	4	1
Fall from height	2	1
Hazardous situations	3	0
Struck against object	15	0
Near miss	7	29
Dangerous occurrences	1	4
Burns/scalds	2	5
Repetitive movement	2	1
Struck by vehicle	2	0
Sport related	0	1
Contact with moving machinery	3	2
Cuts	0	3
Contact with sharp objects	3	0
Contact with electricity	1	1
Struck by moving/falling object	0	4
<b>TOTAL</b>	<b>117</b>	<b>145</b>

## Appendix 2: HSE national updates

---

### **HSE waste and recycling ebulletin (18 May 2023)**

This waste and recycling bulletin included details on a series of accidents from the start of the year and how to prevent similar accidents by following health and safety guidance. In addition, there was new guidance from the Waste Industry Safety and Health (WISH) and details on a recent enforcement prosecution.

Action: Shared with Waste Management

### **HSE update on Asbestos (reissued)**

The HSE issued a reminder about the risks posed by asbestos in their [Asbestos & You](#) campaign.

Action: Shared by the Communications Team and issued to all staff

### **HSE update on free training on stress risk assessment.**

The law requires all employers to prevent work related stress and to support good mental health in the workplace. It is also good for business, as failing to manage stress at work can cost employers in reduced productivity, increased sickness absence, or even losing a valued member of the team. And it is the right thing to do! The HSE's Working Minds campaign brought together a range of tools and support to help businesses and workers understand the best ways to prevent work related stress and encourage good mental health.

Action: The Council developed and launched a new stress risk assessment process, including a conversation template. The Working Minds resources are promoted alongside this on the intranet.

### **HSE update on working in hot temperature.**

The HSE issued a reminder that there is no maximum working temperature written in health and safety legislation, or when it's too hot to work, because every workplace is different. No meaningful upper limit can be imposed because in many indoor workplaces high temperatures are not seasonal but created by work activity, for example in bakeries or foundries.

Action: Shared globally, and specifically with the managers of Waste Management and Street Scene.

### **Building Safety**

In October 2023 the main parts of the Building Safety Act 2022 came into force. These changes mainly relate to the development and management of multi residential buildings that are over 18 metres tall.

Action: Bury Council would not traditionally have any residential buildings that fall into this category but with the return of Housing Services, Peachment Place and Red Bank, may be over 18 metres tall. Details have therefore been shared with Housing Services.

### **Fire Safety (England) Regulations**

The requirements of the Fire Safety (England) Regulations may have some implications for Housing Services. However, any new requirements for the recording of findings from Fire Risk Assessments (FRAs) produced by Bury Council and those



commissioned by external consultants are already met and have been met for some considerable time.

Action: Shared with Housing Services.

### **HSE Construction Site inspections**

From September 2023 HSE inspectors were undertaking inspections of construction sites, focussing on the health risks of moving and handling of materials on site.

Action: The Head of Street Scene was informed about the HSE campaign.

### **Reinforced Autoclaved Aerated Concrete (RAAC)**

Department for Education guidance for responsible bodies in education settings with confirmed RAAC in their buildings was issued.

Action: This was emailed to Children's Services management, for issuing to all Bury Schools, on 25 October 2023. A Bury Council all staff communication re RAAC in Bury Council buildings was sent out to all Bury Council staff on 15 September 2023. Content from the latest HSE and Gov.UK web pages was shared with Building Control and Architectural Services on 27 October 2023.

### **HSE Mental Health & Stress focus**

The HSE put the reduction of work-related ill health, with a specific focus on mental health and stress, at the centre of its 2022-32 strategy and says that it intends to “deliver interventions that make a real difference”.

Action: Mental health forms a key part of the Council wellbeing approach. A communication was sent out to the whole council regarding stress management risk assessments.

### Appendix 3: Update on outstanding corrective actions arising from audits and investigations 2022-2024.

In 2022/23 and 2023/24 six audits were undertaken with the number of recommended and outstanding actions shown below:

YEAR	SERVICE AREA	NUMBER OF RECOMMENDED ACTIONS	NUMBER OF RECOMMENDED ACTIONS STILL OUTSTANDING
2022-23	Waste Management	6	2
	Vehicle Workshop	9	1
	Bury Market	8	0
	Architectural Services (CDM 2015)	3	0
2023-24	Building Control	6	0
	Architectural Services (Asbestos Management)	10	0

In 2022/23 three investigations were undertaken and the number of recommended and outstanding actions is shown below. There were no major investigations in 2023-24.

SERVICE AREA	NUMBER OF RECOMMENDED ACTIONS	NUMBER OF RECOMMENDED ACTIONS STILL OUTSTANDING
Waste Management (RCV Incident)	7	2
Bury Market (Christmas Tree)	5	0
Highways (Bradley Fold)	8	3

Detail on the outstanding actions from the 2022-24 audits and investigations is set out on the following pages. All actions are shown as Amber which reflects that work is ongoing, with some delays. However, this is not seen as presenting a fundamental risk in terms of the health and safety of staff and Council compliance.

## Council Audits


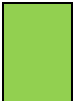
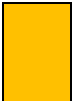
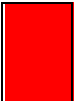
Service area	Action required	Progress	RAG
Vehicle Workshop	Risk assessments for all areas of the service with significant risk need to be completed and a "Risk Assessment Needs Checker" has recently been completed to aid this programme. This is an ongoing process and some excellent progress has already been made.	A new risk assessment on the repair of Electric vehicles has been completed and all staff are currently undertaking the IMI online course for electric vehicles. The remainder of the risk assessments have been written by members of the Vehicle Workshop Team and are currently being finalised.	
Waste Management	Risk assessments for all areas of the service with significant risk need to be completed. Ensure employees are involved in the writing of risk assessments. Communicate risk assessments to all relevant employees including information regarding the control measures put in place. Train staff in the risk assessment process.	Risk assessments have been written by members of the Waste Management Team and their UNISON representative and are currently being finalised.	
Waste Management	Write a training plan and implement. Keep a central record of training.	Initial training needs analysis has been completed. Data is due to be uploaded to iTrent and training arranged. An assessment of any gaps has been undertaken to assure the ability to continue to deliver safely whilst outstanding training is delivered.  Attempts to appoint a temporary H&S Advisor for Operations have not so far been successful which is a barrier to progress. However, an approach has now been agreed to deliver remaining training requirements.	

## Council Investigations

Service area	Action required	Progress	RAG
Highways	a. Spoil unloading area improvements - improvements to ground surface, lighting and vehicle management arrangements. b. Introduction of a segregated spoil storage arrangement.	Budget is in place, the full scheme/plans are developed, and the Service is now working to engage a contractor.	
Highways	New spoil area operating instructions	Once new area created, safe use of newly created spoil unloading area instructions to be issued to all appropriate Depot users.	
Highways	Revised and updated Depot site rules to be communicated to all Depot users.	Once new area created, revised and updated Depot site rules to be communicated to all Depot users. Can't be done until new area exists	
Waste Management	Establish clear responsibilities of supervisors.	Working with HR and OD to clarify duties and develop a workshop	
Waste Management	Task & Finish system - This will be reviewed as part of the new end-to-end MIS systems and will be discussed with our cabinet member.	Data gathering in relation to operational activity began in May to inform a full review.	

## Appendix 4: Progress against recommendations made in the 2023 external review

**Key:**

	Completed		On track and no concerns		Broadly on track but risk to be noted until full delivery		Significant risk to be highlighted. Work progressing with delivery plan identified.
---	-----------	---	--------------------------	---	---	---	---

No.	Recommendation	Priority	Who	Progress to Date	Future Actions	Timescale
<b>Corporate H&amp;S</b>						
<b>Plan</b>						
1	Restructure the health and safety policy statement such that there is a short statement of intent, which is backed up by the organisation and arrangements for bring the policy into being. The policy should be signed off by the Chief Executive and Council Leader and reviewed regularly to ensure it remains fit for purpose.	High	SM, PF & DB	<ul style="list-style-type: none"> <li>Revised H&amp;S Policy in place</li> <li>Signed by Chief Exec and Leader</li> <li>Shared with staff via global communication</li> </ul>		Completed
2	Embed the leadership principles contained within HSE's INDG 417 Leading Health and Safety at Work, much of this has already been achieved. Train the Council's senior management team in their strategic health and safety responsibilities. The suggested course would be the IOSH Accredited Safety for Executives and Directors. Senior managers should be encouraged to be seen out and about within their Directorates and discuss matters relating to work and more widely with their staff.	High	SM	<ul style="list-style-type: none"> <li>SMF session on Health and Safety delivered in April 23</li> <li>Presentation suitable as an alternative to the IOSH accredited course has been drafted by PF.</li> <li>Senior managers encouraged to be more visible by visiting employees in their normal work environments e.g. on site.</li> </ul>	<ul style="list-style-type: none"> <li>SMF Health and Safety Masterclass based on HSE IND417 scheduled to be delivered internally on 11/07/24</li> </ul>	July 24

No.	Recommendation	Priority	Who	Progress to Date	Future Actions	Timescale
3	Develop in conjunction with Trade Union representatives, senior managers, HST and elected members a health safety improvement plan. Such a plan would state the clear objectives, including priorities for action, KPIs and milestones to measure performance. Performance measures should include a basket of reactive and proactive measure which will assist the council to monitor and report on health and safety performance. The objectives should be SMART, and the priorities for action should be realistic and achievable and focus on those issues which give rise to the greatest risk to the council. In conjunction with the improvement plan develop a robust reporting process against the target identified which allows for quarterly and annual reports to SLT and JCC. It is suggested that the duration of the improvement plan should be three years. The plan should identify a number of key priorities for each year and associated actions to enable progress in delivering on the priorities can be assessed.	High	CK & HST, TUs, Senior Mgt	<ul style="list-style-type: none"> <li>A 3-year strategy has been drafted, including clear objectives, priorities for action and KPIs</li> </ul>	<ul style="list-style-type: none"> <li>Strategy to go through approvals processes in Q2 2024-25</li> </ul>	July 24
4	Develop a competent strategic lead to oversee the implementation of the improvement strategy across the council. They should have an overview of the effectiveness of the system in managing occupational health and safety risks as low as reasonably practicable, including the risk assessment process and	High	SM	<ul style="list-style-type: none"> <li>HR Business Manager role created and appointed to, to provide more strategic oversight of Health and Safety activity</li> <li>Completed IOSH Managing Safely course</li> </ul>		Completed

No.	Recommendation	Priority	Who	Progress to Date	Future Actions	Timescale
	establishment and maintenance of a competent workforce.			and fully supported by Director of People and Inclusion plus Health and Safety team members		
<b>Do</b>						
5	Review the RA policy and procedure guidance, ensuring a consistent approach across the council, which enables to council to demonstrate that all significant hazards have been identified and suitable and sufficient RAs have been undertaken, risk control measures implemented and recorded.	High	CK, PF & DB	<ul style="list-style-type: none"> <li>▪ New risk assessment needs checker template, risk assessment template and guidance developed</li> <li>▪ Central risk assessment storage location developed in Teams for all services to use</li> <li>▪ Risk Assessment Needs Checkers have been uploaded for 88/88 services and risk assessments are being uploaded. When last audited (17 May 2024) a total of 776 individual risks had been identified as needing to be risk assessed, and risk assessments had been uploaded for 415 of these.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Risk assessments covering the remainder if the risks identified to be uploaded to the central storage location.</li> <li>▪ Quality assurance of risk assessments to commence</li> </ul>	<p>June 24</p> <p>Mar 25</p>
6	Develop through a robust Training Needs Analysis process a training matrix for health and safety competencies required throughout the council.	High	Ops HoS, IL, MJ,	<ul style="list-style-type: none"> <li>▪ Mandatory (all staff) health and safety e-learning has been launched as planned</li> </ul>	<ul style="list-style-type: none"> <li>▪ The HR Team are now working to upload this information into</li> </ul>	Sept 24

No.	Recommendation	Priority	Who	Progress to Date	Future Actions	Timescale
7	<p>Develop a plan which will enable to the delivery of the training program to ensure competence at all levels.</p> <p>Ensure that there is a consistent approach to Health and Safety training across the Council. Establish a formal policy on Training Needs Analysis (with Matrix) so that general and specific health and safety training can be monitored in all services.</p>		PF, DB & CK	<ul style="list-style-type: none"> <li>Delivery of health and safety training for all managers now embedded in the corporate management development programme</li> <li>The Operations Department have compiled a comprehensive position statement, by employee, on all health and safety training.</li> </ul>	<p>iTrent to allow effective recording and reporting, and OD colleagues are supporting Operations managers to develop a training plan, procure training providers and arrange delivery.</p> <ul style="list-style-type: none"> <li>Once this is in place for the Operations Department, it will be rolled out across the Council, beginning with Housing Services.</li> </ul>	Mar 25
8	<p>Explore available IT systems which will enable an overview of Departmental RAs, training needs and health surveillance. The system would ideally provide real-time information regarding these key elements of the SMS, to ensure continued workforce competence and compliant RA process.</p>	Medium	CK & PF / HR / IT / Service Heads	<ul style="list-style-type: none"> <li>Health Surveillance now being monitored through new Occupational Health contract (Optima)</li> <li>Teams based solution for Risk Assessment in place</li> </ul>	<ul style="list-style-type: none"> <li>Introduce iTrent functionality for recording and monitoring essential training requirements</li> <li>Work with ICT to develop an improved risk assessment recording and reporting system as a long-term option</li> </ul>	<p>Jun 24</p> <p>Dec 25</p>



No.	Recommendation	Priority	Who	Progress to Date	Future Actions	Timescale
9	Review the format and content of online policy and procedure guidance to managers, ensure a consistent format and an appropriate level of detail based upon risk. Address the deficiencies in the hazards for which advice is given. A programme is already in place, but this may need to be accelerated.	Medium	CK, PF & DB	<ul style="list-style-type: none"> <li>Reviewing 15% of intranet pages and content annually, as set out in the Annual Report</li> <li>Ensuring a standard format in plain English which is easy to follow</li> </ul>	<ul style="list-style-type: none"> <li>15% reviewed already this year, include stress, asbestos, CDM, H&amp;S inductions, agile working</li> </ul>	On track Ongoing over 3 years
10	To ensure that the Council procures equipment and services which meet the council's health and safety expectations, a system should be developed to ensure health and safety is a consideration for selection. Further, HST should provide advice on higher risk activities.	Medium	PF	<ul style="list-style-type: none"> <li>H&amp;S Team provides input to procurement requirements for equipment and some contracts.</li> <li>Agreed way of working with 'Architects' function established in relation to CDM compliance</li> </ul>	<ul style="list-style-type: none"> <li>Discuss Procurement Team opportunities to strengthen health and safety information in the Council's procurement guidance</li> </ul>	Sept 24
11	Provide HST staff with training on incident investigation techniques.	Medium	PF & DB	<ul style="list-style-type: none"> <li>E-learning course identified, but a more substantial course to be investigated.</li> </ul>	<ul style="list-style-type: none"> <li>One member of Corporate H&amp;S Team to attend each year (DB 23/24; PF 24/25); DB completed course in Dec 23.</li> </ul>	Mar 25
12	To enable the best use of internal HST resources in improving the council's performance consideration should be given to outsource the delivery of the 3-day Managing safely course.	Low	PF & CK	<ul style="list-style-type: none"> <li>Managing Safely courses already booked up to and including April 24. Pass and satisfaction rates are very high.</li> <li>Cost analysis found that more cost effective if PF continues to deliver. Also a more tailored</li> </ul>	<ul style="list-style-type: none"> <li>Currently recruiting to additional H&amp;S roles to ensure capacity to deliver the 3-year H&amp;S Strategy</li> </ul>	Completed

No.	Recommendation	Priority	Who	Progress to Date	Future Actions	Timescale
				course to Bury Council and current feedback of delivery is highly positive.		
13	Review the communication mechanisms and ensure that health and safety issues are given prominence with the regular communication which go to staff and ensure that all messages reach the relevant people in a timely manner.	Low	CK & PF	<ul style="list-style-type: none"> <li>Global Health, &amp; Wellbeing emails issued to all staff 4-weekly on Wednesdays re-branded as Health, Safety &amp; Wellbeing with enhanced health and safety content</li> <li>Six toolbox talk contents written and shared with HoS for Waste Management for delivery to Operational staff</li> </ul>	<ul style="list-style-type: none"> <li>Ensure H&amp;S communications reach frontline staff. H&amp;S Team to write content of further Toolbox Talks for managers to deliver</li> </ul>	Ongoing
14	Review the Lone working procedures within the Council to ensure that they are effective for all peripatetic staff.	Low	PF & DB	<ul style="list-style-type: none"> <li>Lone Working Guidance was considered as part of a new major guidance package on work-related violence and aggression, where arrangements were created and communicated.</li> </ul>	<ul style="list-style-type: none"> <li>Further reviews of Lone Working guidance will feature as part of the 15% rolling programme of intranet reviews.</li> </ul>	Completed
<b>Check/ Act</b>						
15	Develop a robust schedule of audit, sampling, inspections, and safety tours to enable managers to be reassured that the health and safety management system and its component parts are in place and functioning effectively.	High	PF & DB	<ul style="list-style-type: none"> <li>A robust system of undertaking 4 audits per year (plus audits for schools) is already in place informed by the</li> </ul>	<ul style="list-style-type: none"> <li>Audits of Highways and SCP delayed in 23-24 due to staff absence, however SCP due for completion in Q1 of</li> </ul>	Ongoing

No.	Recommendation	Priority	Who	Progress to Date	Future Actions	Timescale
				<p>annual risk assessment needs checker.</p> <ul style="list-style-type: none"> <li>Additional site and building safety visits are also scheduled</li> </ul>	<p>24-25. Housing and Highways also due to be audited in 24-25</p> <ul style="list-style-type: none"> <li>Capacity to carry out more audits to be reviewed annually</li> </ul>	
16	Review the policy, procedures, reporting and investigating systems for accidents, incidents and near misses across the Council and encourage the further reporting of near misses at all levels.	High	PF & DB	<ul style="list-style-type: none"> <li>System in place for reporting accidents, incidents and near misses. Significant increase in near miss reporting from 7 in 22-23 to 29 in 23-24.</li> </ul>	<ul style="list-style-type: none"> <li>Review system and identify improvements</li> <li>Develop communications for the whole workforce re using the system – and especially about near misses</li> </ul>	Sept 24
17	There should be greater political oversight of the performance of the health and safety management system, and the portfolio holder for health and safety should take an active role in challenging other portfolio holders around the health and safety performance of their departments.	Med	SM	<ul style="list-style-type: none"> <li>Health and Safety is now a standing item on the relevant Portfolio agenda</li> </ul>	<ul style="list-style-type: none"> <li>Update to Cabinet Members on their responsibilities and opportunities for involvement to be scheduled</li> <li>Mandatory health and safety training for all Members scheduled for September 24</li> </ul>	Sept 24
18	Review the policy and systems in relation to Contractor Management to ensure a consistent approach is achieved across the Council.	Med		<ul style="list-style-type: none"> <li>Construction, Design &amp; Management training has been developed and delivered to staff in markets and architects and shared with all</li> </ul>	<ul style="list-style-type: none"> <li>Training content on Duty Holder responsibilities under CDM 2015 has been developed and will be converted to e-</li> </ul>	Sept 24

No.	Recommendation	Priority	Who	Progress to Date	Future Actions	Timescale
				relevant senior managers.	<ul style="list-style-type: none"> <li>learning, so completions can be monitored</li> <li>Identify who needs training in which services</li> <li>H&amp;S content within procurement guidance and requirements to be reviewed.</li> </ul>	
19	Ensure that the continual improvement strategy is reviewed in the light of performance data as set out in the KPIs identified within the strategy and required changes to policy are made.	Low	SM & CK		<ul style="list-style-type: none"> <li>Review 3-year strategy and KPIs after 12 months</li> </ul>	Mar 25
<b>Operations</b>						
1	Give consideration to the re-establishment of a H&S role within the Department of Operations, as an interim, to provide additional support to the high risk services and consider additional H&S training (such as the NEBOSH National General Certificate) for Operational Managers.	High	DD	<ul style="list-style-type: none"> <li>Post approved and advertised several times. Failed to appoint.</li> </ul>	<ul style="list-style-type: none"> <li>Requesting EOIs from internal teams for a 3-month secondment, with the option to extend. Closing date for EOIs 5th July</li> </ul>	August 24
2	Ensure that manager and supervisors have the competency and resources to be able to carry out their responsibilities in relation to risk assessments. Reconsider the use of the 'risk assessment tracker' until assurance is obtained on the suitability and sufficiency of general risk assessments within the department.	High	Corp H&S	<ul style="list-style-type: none"> <li>See Corporate H&amp;S Action 5 above</li> <li>IOSH Managing Safely training programme in place which includes focus on risk assessments – most managers and supervisors have</li> </ul>	<ul style="list-style-type: none"> <li>Oversight will continue through new corporate risk assessment process (see above)</li> </ul>	Completed

No.	Recommendation	Priority	Who	Progress to Date	Future Actions	Timescale
				received training, and further courses already booked into October 24 <ul style="list-style-type: none"> <li>Risk Management Workshop held in Waste Management June 24</li> </ul>		
3	Consideration should be given to further investigation within waste and transport to determine vehicles being fit for purpose including manual handling issues and issues with handbrakes in RCV's	High	DD	<ul style="list-style-type: none"> <li>Monitor incident reports through Ops H&amp;S committee.</li> <li>Manual handling training already ongoing in waste.</li> <li>15 handbrakes checked on 27 November – and the remaining 6 on 4 December 23. No issues identified.</li> </ul>	<ul style="list-style-type: none"> <li>An anti-roll away system was fitted to the trade vehicle in January as a trial.</li> <li>Review of the pilot by Mid July. If successful – fit to all RCV's by April 25</li> </ul>	April 25
4	Review the Corporate Landlord function and ensure that all building H&S compliance issues are achieved across all Council buildings.	High	JK/BT	<ul style="list-style-type: none"> <li>Approach now agreed</li> <li>Facilities Management Board established</li> <li>Statutory compliance is being managed on a virtual basis by the FM team across all buildings</li> <li>Under our Future Asset Plan we have taken action to reduce our liability associated with the business estate by allocating £500K additional funding to</li> </ul>	<ul style="list-style-type: none"> <li>Formally establish revised FM team structure - posts still out to recruitment</li> </ul>	Mar 25

No.	Recommendation	Priority	Who	Progress to Date	Future Actions	Timescale
				support business critical building work		
5	Re-establish the H&S meetings at middle management and supervisor level within sections of the Department.	High	NSL	<ul style="list-style-type: none"> <li>Already have Bradley Fold H&amp;S meeting – and Departmental H&amp;S JCC</li> </ul>	<ul style="list-style-type: none"> <li>Heads of Service have now established middle management meeting to discuss H&amp;S. This is through dedicated H&amp;S meetings or included as an agenda item on service team meetings. Checked with HOS 26 June that all is in place.</li> <li>There is also a Bradley Fold group which picks up H&amp;S of the depot including site inspections with the H&amp;S advisor and the Trade Union rep.</li> </ul>	Completed
6	Reconsider the use of the H&S Audit questionnaire sent to managers and establish a program of Audits to be conducted more frequently by the HST team.	Medium	NSL/P F/SD	<ul style="list-style-type: none"> <li>H&amp;S audit questionnaire recently completed</li> <li>Audit questionnaire reviewed and simplified March 24</li> <li>H&amp;S audit for Operations refreshed for 24/25</li> </ul>	<ul style="list-style-type: none"> <li>Aim to increase the number of H&amp;S audits in 25/26</li> </ul>	Completed
7	Consider the resourcing and workloads within all services, so that managers and	Medium	NSL	<ul style="list-style-type: none"> <li>Process for spot checks in place, records are</li> </ul>	<ul style="list-style-type: none"> <li>H&amp;S is now embedded into team</li> </ul>	Completed

No.	Recommendation	Priority	Who	Progress to Date	Future Actions	Timescale
	supervisors have more time to be able to carry out more 'spot checks' and monitoring of the teams in observing their health and safety performance at the site level.			kept, and it is on H&S committee agendas.	<p>meetings, 1:1 meetings and job descriptions</p> <ul style="list-style-type: none"> <li>▪ The new IT system which has been installed for waste management includes H&amp;S checks and reminders</li> <li>▪ Spot checks is already a standing item on the Ops H&amp;S group meeting</li> <li>▪ Corporate reminders are also sent out regarding risk registers and risk assessments.</li> </ul>	
8	Establish and deliver some Leadership and H&S Behavioural courses for the middle managers and supervisors to try and progress the move towards a more positive health and safety culture.	Medium	PF & LJ	<ul style="list-style-type: none"> <li>▪ H&amp;S module on the mandatory Management Development Programme</li> <li>▪ Managing Safely IOSH course delivered to managers across the Department, including all Waste managers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop and deliver cultural/ behavioural training to first line supervisors.</li> <li>▪ Develop bespoke leadership training for RCV drivers in consultation with DD</li> <li>▪ Look at development programme for behaviours in waste</li> </ul>	Completed
9	Develop Health and Safety procedures/ Safe Systems of work for high-risk	Medium	NSL/ HoS	<ul style="list-style-type: none"> <li>▪ It is the responsibility of Service Heads to ensure that SSoW are</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identify high risk activities then develop more robust</li> </ul>	Sept 24

No.	Recommendation	Priority	Who	Progress to Date	Future Actions	Timescale
	activities and communicate these to the staff			created for their work areas.	procedures/ safe systems of working – NSL to raise at Departmental Group	
10	Further establish the FM role within Bradley Fold Depot and consider the investment of resources into the site to ensure remedial works are undertaken on some of the issues.	Medium	PS/DD	<ul style="list-style-type: none"> <li>▪ LS identified a budget to support facilities improvement at Bradley Fold</li> <li>▪ Action plan already developed</li> <li>▪ CCTV system now installed.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Deliver facilities improvement work</li> <li>▪ Depot meetings held every 2 months with walk abouts with H&amp;S advisor and TU.</li> <li>▪ Additional programme of works in place for 24/25</li> <li>▪ FM and Depot projects are the joint responsibility of DD and PS and is working well</li> </ul>	Completed
11	Review the SLA with schools and ensure that the caretaking staff are not going 'above and beyond' in assisting schools (and potentially putting themselves at risk) when contractors should be obtained.	Medium	DC	<ul style="list-style-type: none"> <li>▪ SLAs have been updated and communicated to all School Head Teachers and Business Managers to include the risk manager's responsibilities towards the Cleaning and Caretaking teams operating in their building.</li> <li>▪ Each building serviced by the Cleaning and Caretaking team have</li> </ul>	<ul style="list-style-type: none"> <li>▪ Investigating using construction management app which is used by Bury Housing Service – would allow dynamic risk assessments – Ongoing but delayed due to capacity in BHS - Awaiting outcome of service review</li> <li>▪ Area Coordinators are reviewing</li> </ul>	<p>Nov 23</p> <p>Jan 24</p>



No.	Recommendation	Priority	Who	Progress to Date	Future Actions	Timescale
				<p>received a new H&amp;S folder with all risk assessments reviewed and updated to cover general maintenance jobs.</p> <ul style="list-style-type: none"> <li>All COSHH data is updated and included in the folder</li> <li>Schools have been advised that 'any tools provided by the school will need to be maintained and risk assessed by the school'</li> </ul>	<p>similar Risk Assessments from BHS to ensure consistency of RAs with support from PF</p> <ul style="list-style-type: none"> <li>Area coordinators are including RA discussion in one to ones with caretakers which is ongoing.</li> </ul>	June 24
12	Consider more tailored and bespoke Policy statements for each Head of Service to try and achieve more 'buy-in' from the staff within these services.	Low	NSL & Ops Mgrs	<ul style="list-style-type: none"> <li>Council H&amp;S Policy in place</li> <li>Draft prepared for waste management but needs simplifying</li> </ul>	<ul style="list-style-type: none"> <li>Once the statement for Waste Management has been finalised, the approach will be rolled out across other Operations Department services</li> </ul>	Sept 24

**Bury**  
Council