

EAST AYRSHIRE COUNCIL

CABINET – 23 FEBRUARY 2011

HEALTH & SAFETY PERFORMANCE UPDATE REPORT 2010/11 QUARTER 2

Report by Depute Chief Executive/Executive Director of Neighbourhood Services

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide Cabinet with a performance update on the operation of the Corporate Health & Safety Section in Quarter 2 of 2010/11.

2. BACKGROUND

- 2.1 At Cabinet on 19 May 2010 it was agreed that the Depute Chief Executive/Executive Director of Neighbourhood Services would provide Cabinet with a quarterly Health & Safety Performance update.
- 2.2 Information on Quarter 1 was reported to Cabinet on 18 August 2010. This report builds on that earlier report and includes information for both quarter 1 and quarter 2 to ensure that Cabinet can see trends in the measures being reported.

3. PERFORMANCE 2010/11

- 3.1 A range of measures detailing the performance of Health & Safety across the Council were developed and reported to Cabinet in August. As previously indicated these measures are based on Health & Safety best practice. As outlined above, this report builds on and expands the information previously reported.
- 3.2 The range of measures reported in each section of the report are summarised below.

- **Section 4 - Accidents / Incidents**

- Total number of incidents
- RIDDOR reportable to the HSE (Reporting of Diseases and Dangerous Occurrences)
- Near Misses
- Non reportable injuries to employees
- Non reportable injuries to others
- Cause of Accidents/Incidents
- Action taken by Health and Safety Section and management.

- **Section 5 - Investigations / Events / Assessments and Reviews**

- Property damage
- Incident Investigations
- Master Safety File Standards
- Health and Safety Attendance at Events
- Fire Risk assessments.

- **Section 6 - Health Issues**
 - Stress Absence.
- **Section 7 - Training**
 - H&S Training Delivered.

3.3 Contained in this report is a comparison of the Health & Safety performance measures obtained for Quarters 1 and 2 in 2010/11 compared to Quarters 1 and 2 in 2009/10. Cumulative data over the period April 2009 – September 2010, which is the end of Quarter 2 2010/11, to which this report refers, has been included in a number of areas to allow for improved trend analysis.

4. ACCIDENTS/INCIDENTS

Overview – Total Number of Incidents

4.1 The table below details accident statistics for the Council for Quarters 1 and 2 of 2010/11 in comparison with data from the same two quarters in 2009/10.

Category	Quarter 1 2009/10	Quarter 2 2009/10	Quarter 1 2010/11	Quarter 2 2010/11	% Change from previous Quarter
RIDDOR* Reportable Fatality	1	0	0	0	-
RIDDOR Reportable Injury Employees	20	13	9	9	-
RIDDOR Reportable Injury Others	5	1	2	3	+50%
RIDDOR Reportable Dangerous Occurrence	0	0	0	0	-
RIDDOR Reportable Disease	7	0	0	0	-
Non-Reportable Injury Employees	136	143	167	180	+7.8%
Non-Reportable Injury Others	175	168	194	204	+5.1%
Total No. of Incidents	344	325	372	396	+5.0%
Near Miss	20	12	11	6	-45.5%

*RIDDOR – The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995

- 4.2 Overall, there was a 5% increase in the total number of incidents reported to the Corporate Health and Safety Section in Quarter 2 when compared to Quarter 1, an increase of 19 incidents. If we total the number of incidents reported in the year to date (Quarter 1 and Quarter 2), there has been an increase of 12% when compared to the same period last year. As the table shows, the change in the number of accidents/incidents reported varies depending on the category, with increases taking place in the non reportable injury categories. Further analysis, including corrective action taken, where appropriate, is provided by category in the following paragraphs.

RIDDOR

- 4.3 RIDDOR is the acronym for The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995. These are accidents/incidents which are reportable to the Health and Safety Executive and include work related deaths, major injuries or over three day injuries, work related diseases, and dangerous occurrences.
- 4.4 Between the first two quarters (collectively) of 2009/10 and the first two quarters (collectively) of 2010/11 RIDDOR reportable injuries involving employees dropped by 45%, from 33 to 18, while those involving others decreased by 17%, from 6 to 5. In Quarter 2, there were 3 reportable injuries to 'others'. All three incidences were school children who sustained injuries during supervised activities in schools.
- 4.5 In Quarter 2, the cause of the 12 RIDDOR incidents is shown in the table below.

Cause	Number	Percentage
Chemical/gas/fire/electricity	1	8.3%
Hand tool/equipment	1	8.3%
Lifting, moving and handling	2	16.6%
Slip, trip and fall	5	41.7%
Step on/Striking Object	2	16.6%
Violence and Aggression	1	8.3%

- 4.6 There are a number of reasons why the number of RIDDOR incidents reported would decrease and these include increased training being delivered, improved reporting, better investigation, better risk assessment, identification of hazards and improved control measures.
- 4.7 Since the external review of the Council's Health and Safety arrangements there has also been an increased focus by the Health and Safety section on carrying out random audits and unannounced visits to all sites and details of the number undertaken are provided at paragraph 4.27.

Near Misses

- 4.8 Reported near misses have declined by nearly 50% between the first two quarters of 2009/10 and 2010/11. This is a drop from 32 to 17 reports between 2009/10 and 2010/11 for the same period, with only 6 near misses being reported in Quarter 2 of this year. There is no discernible reason for this change.

Non Reportable Injuries to Employees

- 4.9 Non reportable injuries to employees increased by 24.4% in Quarters 1 and 2 of 2010/11 (279 reports) compared to Quarters 1 and 2 in 2009/10 (347 reports). During Quarter 2 of 2010/11 there were over forty reports of 'violence and aggression' at two particular locations.
- 4.10 Analysis of the data in conjunction with information provided within Services highlighted significant challenges in supporting a specific child. Management action has been taken in response, that has included an external multi-agency review. This matter is currently being concluded and the learning will be disseminated across agencies. It is anticipated that an action plan will follow in response to the issues identified by the review. This accounts for a large part of the increase between the two years. Further information, including a definition of what constitutes violence and aggression is provided in paragraphs 4.15 – 4.18.

Non Reportable Injuries to Others

- 4.11 Non reportable injuries to others increased by 16%, from 343 injuries in Quarters 1 and 2 of 2009/10 to 398 injuries in Quarters 1 and 2 of 2010/11. There is no clear reason why this figure has increased.

Analysis of All Non Reportable Injuries

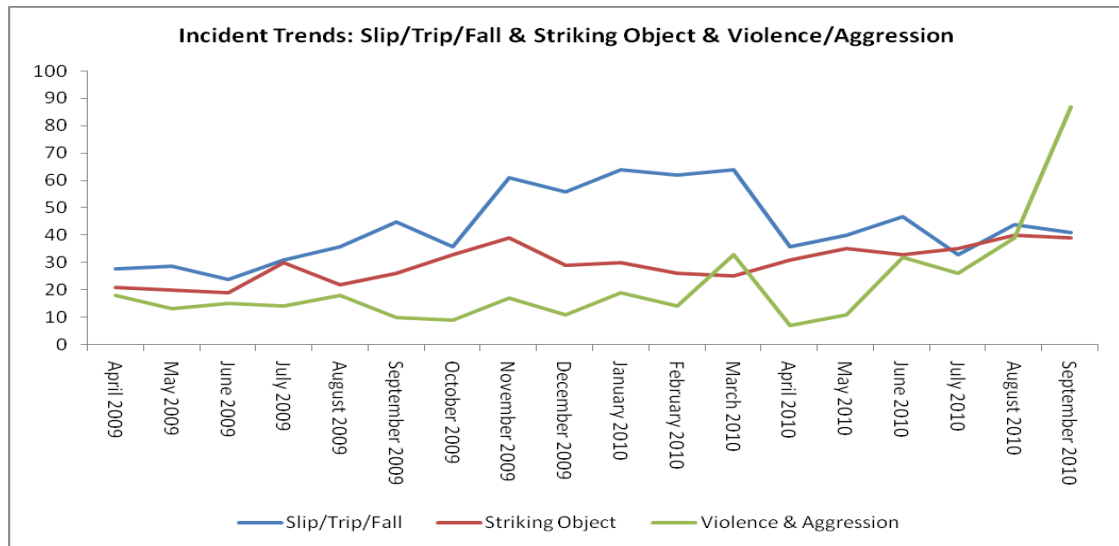
- 4.12 The top three reasons for non reportable injuries in Quarter 2 are slips, trips and falls, stepping on/striking object and violence and aggression. Further information on all three categories is provided below from paragraph 4.12.

Cause of Injuries/Incidents

- 4.13 The following table reflects an analysis of Incident Causation in Quarters 1 and 2 of 2010/11 compared to the same period in 2009/10.

Category	Q1 and Q2 2009	Q1 and Q2 2010	Percentage Point Variance
Animal Attack/Bite/Sting	3%	2%	-1%
Dangerous Occurrence/Near Miss	5%	3%	-2%
Elec/Gas/Fire/Chems	9%	6%	-3%
Falling Object	7%	4%	-3%
Foreign Body	5%	2%	-3%
Handtools/Equipment	1%	2%	+1%
Illness: unrelated to workplace	1%	1%	0%
Lifting/Moving & Handling	8%	5%	-3%
Needlestick	3%	2%	-1%
Slip/Trip/Fall	13%	18%	+5%
Stepping on/Striking Object	19%	20%	+1%
Vehicles	2%	2%	0%
Violence & Aggression	24%	33%	+9%

- 4.14 In Quarters 1 and 2 of 2010/11 the three most common causes of incidents accounted for 71% of all incidents, this compares to 56% for the same three categories in the same period of the previous year. The chart below shows the number of incidents reported in these three categories for the period April 2009 to September 2010 (Quarters 1 and 2). Further details in relation to each category are provided below.



Violence and Aggression

- 4.15 The Health and Safety Executive (HSE) defines work-related violence as "any incident in which a person is abused, threatened or assaulted in circumstances relating to their work." Violence can range from a life-threatening physical attack to verbal abuse. Verbal abuse and threats are the most common type of incident.
- 4.16 The table at 4.10 shows that the most common category of incident continues to be Violence and Aggression, and that this has increased by 9 percentage points over the period. A number of incidents were reported at two locations over a short period of time, this included 44 incidents in the month of September alone.
- 4.17 Analysis of individual incidents shows that violence & aggression is most likely to be reported in public places, sheltered housing, day care and children's houses. The Council has in place Violence and Aggression policies whilst supporting employees with training, such as Crisis Prevention training and where relevant, Therapeutic Crisis Intervention training, which is designed to be applied to children, to protect both them and their adult support.
- 4.18 Heads of Service and Executive Directors review all reports and ensure that focused action is taken in teams and particular establishments. This includes staff training and support along with close monitoring and review.

Stepping on/Striking Object

- 4.19 "Stepping on/Striking Objects" are most likely to be reported in primary schools (25%), secondary schools (21%), games halls (15%) and public places (12%).

4.20 Overall, incidents due to “stepping on/striking objects” appear relatively stable with no discernible seasonal trend. However, where areas have a higher incidence of injuries as a result of stepping on/striking objects, toolbox talks are undertaken with employees and control measures put in place.

Slips, trips and falls

4.21 “Slip, trips and falls” are most likely to be reported in primary schools (25%), secondary schools (17%), public places (16%) and games halls (11%).

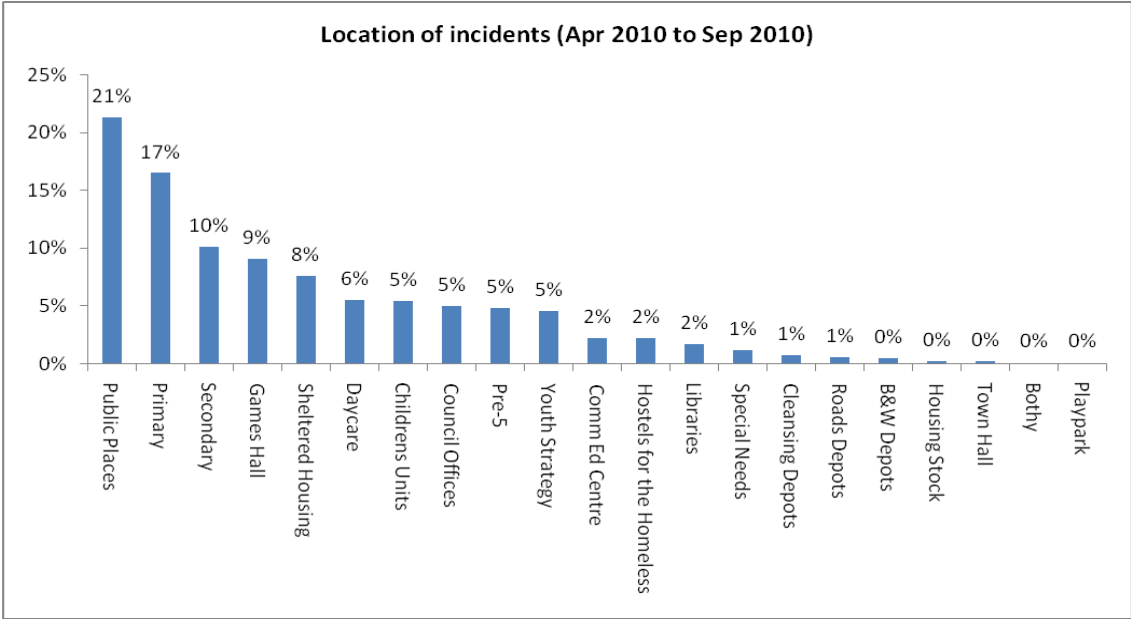
4.22 As expected “slip, trips and falls” increase over the winter months, although this does not explain the small increase between the first two quarters of 2009/10 when compared to 2010/11 for which there is no particular reason.

4.23 Corrective actions are implemented where necessary and include cleaning up spillages, ensuring that signs are used where floors are wet, and ensuring rugs and mats are securely fixed. The most effective way to reduce slips, trips and falls is through good housekeeping to ensure that common causes are identified and preventative action taken. This is reinforced to employees and managers through toolbox talks and workplace inspections.

4.24 In June 2010, the Governance and Scrutiny Committee agreed the Council’s Winter Service Improvement Plan. Since then, in partnership with local Community Councils and Tenants and Residents Associations, an additional 35 community grit bins have been introduced in central locations in towns and villages throughout the area. The community bins, which are larger than normal grit bins, will encourage community resilience and self help.

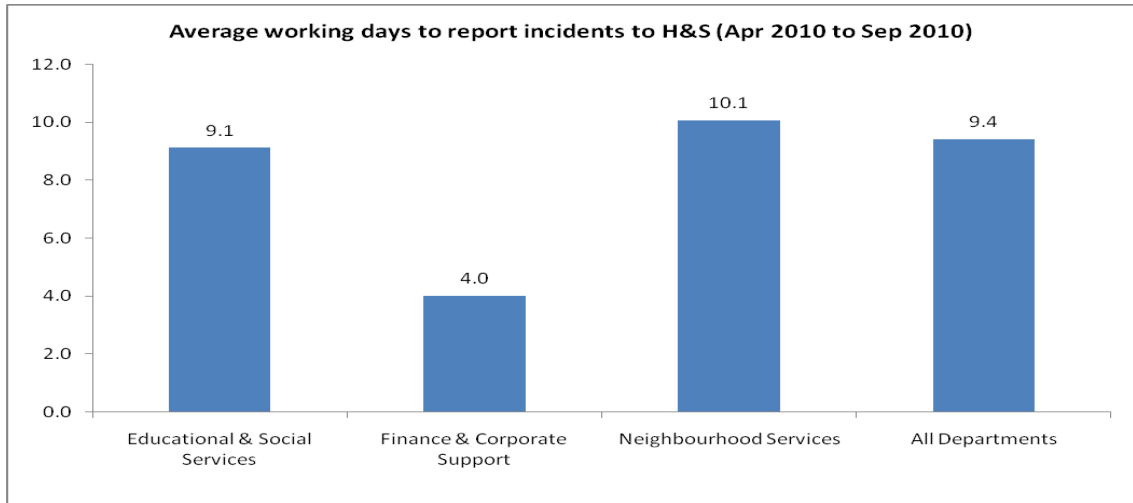
Location of All Incidents

4.25 Of the 2,720 incidents reported between April 2009 and September 2010, 37% took place in educational establishments, with a further 21% taking place in public places. Together these account for 58% of all incidents.

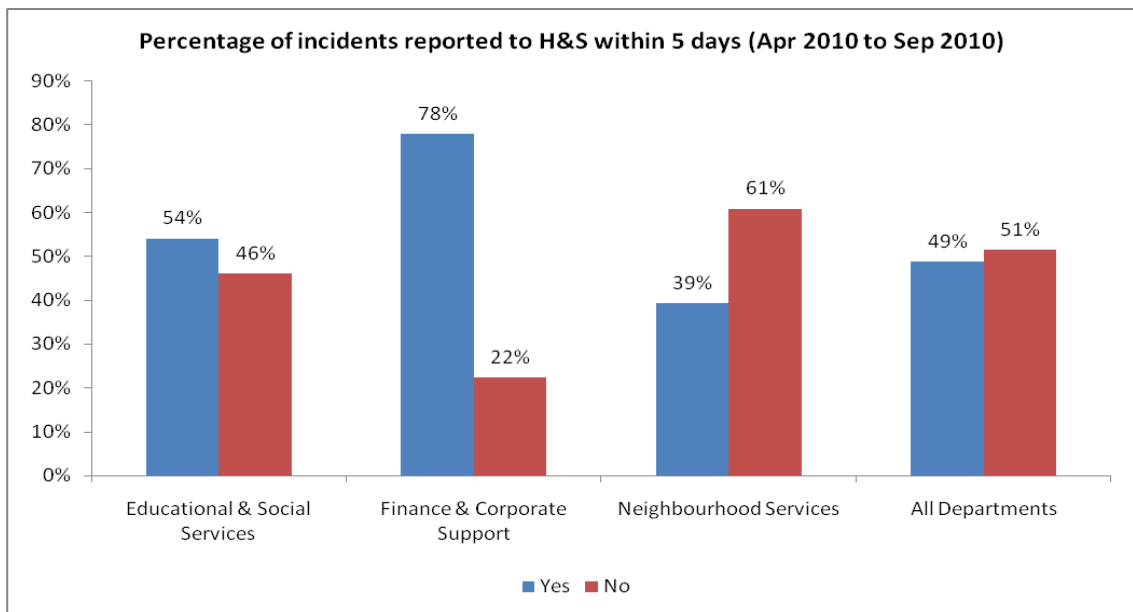


Reporting Times

- 4.26 Incidents were reported to the Health & Safety Section within an average of 9.4 working days for the period April 2010 to September 2010. However, this average ranges from 4.0 days within the department of Finance and Corporate Support to 10.1 days in Neighbourhood Services.



- 4.27 Although the reporting of incidents has improved since the introduction of the Health and Safety Improvement Plan only 49% of incidents are reported within the 5 day target.



- 4.28 The date of receipt recorded by Health and Safety, and which is recorded for all incidents reported, indicates that some establishments continue to submit forms in batches. This is being addressed by Health and Safety Officers in conjunction with Executive Directors, as indicated below.

Additional Action Taken by Health and Safety and Management

- 4.29 The Health and Safety Section continues to work closely with Services, and establishments who report a high number of incidents, in identifying management action that is being taken in an effort to reduce the number of incidents; this includes implementation of tailored remedial actions, training courses and toolbox talks.
- 4.30 As detailed at paragraph 4.6, since the external review of the Council's Health and Safety arrangements there has been an increased focus on random audits and unannounced visits to all sites, all with a view towards a reduction in the number of accidents and incidents across all areas. The table below shows the number of unannounced visits undertaken by the Health and Safety team during Quarter 2.

Unannounced visits in Quarter 2	
Designation	Number of visits
Health and Safety Manager	45
Corporate Safety Advisers	57
Health and Safety Co-ordinators	54

- 4.31 Executive Directors are now monitoring the return of report forms to ensure that reports are submitted on time, and that effective management action is being taken.

5. INVESTIGATIONS/EVENTS/ASSESSMENTS AND REVIEWS

- 5.1 The table below provides a summary of investigations, events, assessments and reviews undertaken by the corporate Health and Safety Section. Further analysis of each category is provided below.

Category	Quarters 1 and 2 2009/10	Quarters 1 and 2 2010/11	% Change
Property Damage	6	0	-100%
Incident Investigations	22	18	-18%
Master Safety File Standards Issued	0	2	+100%
H&S Events Attended	0	4	+100%

Property Damage

- 5.2 The number of property damage reports in Quarters 1 and 2 of 2010/11 fell to zero from 6 reports in Quarters 1 and 2 of 2009/10. During the whole of 2009/10 there were only 7 incidences of property damage reported, with 6 incidences falling within Quarter 2. All 7 incidences were fire related with 3 incidents occurring in public places, 2 in sheltered housing, 1 in housing and 1 at the Dick Institute.
- 5.3 Measures in place to ensure that property damage is kept to a minimum include work place inspections, and increased use of CCTV surveillance through the Risk Management Centre.

Accident Investigations

- 5.4 In Quarters 1 and 2 of 2010/11 18 accident investigations were undertaken compared to 22 in Quarters 1 and 2 of 2009/10. This is a reduction of 18%. With a decrease in the number of RIDDOR incidents there is likely to also be a decrease in the number of investigations, although it is important to note that not all investigations will relate to reportable incidents.
- 5.5 Whether or not an investigation is undertaken will be decided following examination of reports sent to the Health and Safety section. Health and Safety Officers will review every report received and where necessary will implement a second stage investigation.
- 5.6 The Safety Team routinely complete detailed investigations into incidents involving employees that require reporting to the HSE under RIDDOR. Likewise other incidents that require reporting to the HSE such as Members of the Public or Pupils will also be investigated by members of the Safety Team. Where pupil incidents occur in physical education and the activity is appropriately supervised, it is not usual to complete a detailed investigation. Where the Health and Safety Manager or a Corporate Safety Adviser has reason to believe there is uncertainty with regards to the information provided by local management or a pattern is developing, they may require further information so as to make recommendations to management to prevent recurrence.
- 5.7 Results of investigations, including assessment of any remedial control measures required are agreed with line managers and records are kept of the work undertaken. Investigations will also be addressed to the Head of Service or Executive Director, as appropriate.

Master Safety File Standards

- 5.8 Two new safety standards were issued in Quarters 1 and 2 of 2010/11; these were Personal Safety and Managing Stress in the Workplace. A further five revised Master Safety File Standards are in the process of being concluded, and these are listed below. Where appropriate, discussions will also take place with Trade Unions before a Master Safety File Standard is finalised.

- Managing Asbestos in the Workplace
- First Aid
- Management of Road Risk
- CDM Toolkit
- Incident/Near Miss Reporting

Health and Safety Events Attended

- 5.9 Health and Safety Employees attended four events for the Council in the first two quarters of 2010/11. The purpose of these events was to ensure that there was a health and safety presence, or for Health and Safety employees to liaise with other Health and Safety professionals regarding health and safety related matters, including best practice. The four events attended were as follows:

- East Ayrshire Tenants conference
- Apprentice Evening
- West of Scotland Health and Safety Forum
- SPDS West meeting

5.10 In addition, the Health and Safety team played a key role in assisting Education and Social Services when Gargieston Primary School had to be closed and travel arrangements put in place at short notice for the decant of pupils to other schools within Kilmarnock. Members of the Health and Safety Team provided advice and support in setting up arrangements at Rugby Park and assisted in ensuring proper procedures and controls were implemented and working effectively.

5.11 The Health and Safety team will also lead on a number of campaigns, as detailed within the table below.

DATE	CAMPAIGN
Ongoing (March 2011 onwards)	Working at Height
March 2011 (onwards)	Slips, trips in winter conditions
March 2011 (onwards)	Asbestos
Thursday 28 April 2011	International Workers Memorial Day
Tuesday 7 June 2011	Incident Reporting In East Ayrshire Council
Wednesday 24 August 2011	Speak Up, Stay Safe – Young People At Work
W/C 24 October 2011	European Week For Safety And Health At Work
Wednesday 2 November 2011	National Stress Awareness Day

Fire Risk Assessments

5.12 East Ayrshire Council has 298 properties of which 56% have Fire Risk Assessments. Of these, 67% are up to date. The outstanding properties are being prioritised and updated by Health and Safety Officers and progress in relation to the number completed will be included in the next report.

5.13 The outstanding properties are being prioritised into High, Medium and Low risk properties. This will identify a priority rating and roll out programme for the Health and Safety team to action. A progress report will be included in the next update report to Cabinet.

6. OCCUPATIONAL HEALTH / STRESS

6.1 Stress is one of the most common reasons for absence within the Council. The table below shows the number of days lost to stress absence between January 2009 and September 2010. As the table shows, stress tends to account for around a fifth of all absence, although in the period July – September 2010 this had increased to almost a quarter.

Period	Number of Days	Percentage of all absence
January – March 2009	3729.5	20.9%
April – June 2009	3403.5	22.0%
July – September 2009	2838.5	21.2%
October – December 2009	3680	19.2%
January – March 2010	4211.5	21.2%
April – June 2010	3676.5	22.6%
July – September 2010	3224	24.9%
October – December 2010	4296	26.02%

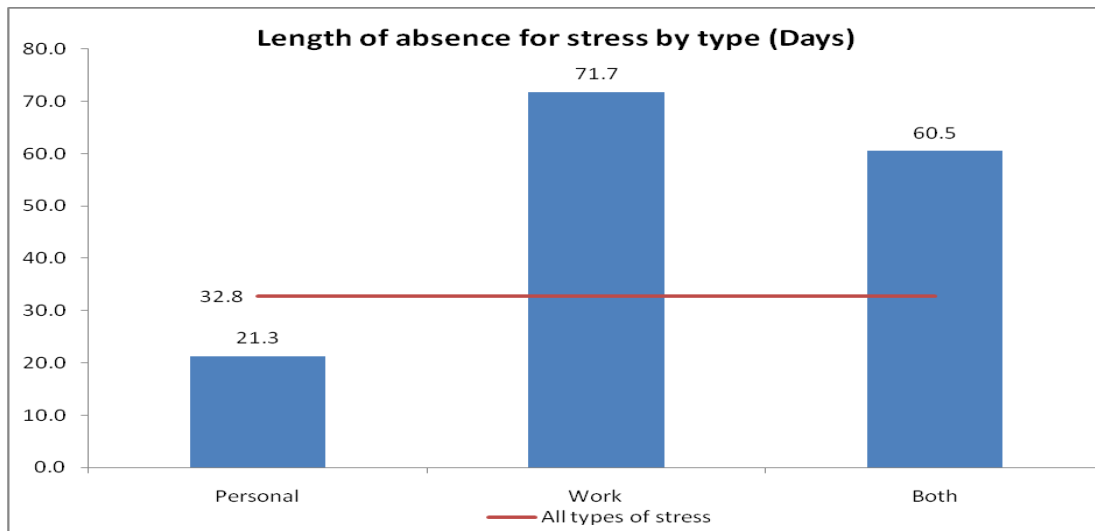
- 6.2 In Quarter 1 a new Master Safety File Standard was issued to all employees on Managing Stress in the Workplace. The key aims and objectives of the standard are to:
- Increase awareness of stress and the methods available to combat it
 - Initiate appropriate action to manage and reduce stress at work
 - Assist employees in managing stress in themselves and others
 - Manage problems which do occur and to provide confidential support
 - Manage the return to work of those who have been absent as a result of stress.
- 6.3 The Organisational Development section is running training courses in support of the Council's Stress Management policy. The manager's course, "The Management of Workplace Stress", is mandatory for all managers. The "Managing your Stress" course aimed at supporting employees to address any stress experienced by them, is available and accessible based on need.
- 6.4 The original Corporate Training Calendar provided one course for managers per month. In addition, Organisational Development have been arranging to run courses within Services where managers deem this appropriate.
- 6.5 To expedite the process and ensure all managers are trained as soon as possible a further 8 dates for the "Management of Workplace Stress" have been added to the training calendar.
- 6.6 As a result of the increase in stress absence, more detailed analysis was undertaken by Human Resources at the beginning of the calendar year to break this information down further and to better understand those employees absent due to stress, either personal or work related. In order to ensure that the most up to date information available was used, this covered the period from October to December 2010.
- 6.7 Although this report covers the first two quarters of the year only, it was thought that it would be useful for members of Cabinet to see the kind of information being produced to assist in addressing the increase in stress absence. Information on how this information is being used is provided in paragraphs 6.9 and 6.10.

Category	Number of Employees		
	Neighbourhood Services	Educational & Social Services	Finance & Corporate Support
Total number of employees absent with stress during the period October – December 2010	36	117	8
Employees with continued absence due to stress at end of December 2010	17	40	4
For those still absent at end of December - Anticipated Return Date Set	11	15	3
No Anticipated Return Date	6	25	1

- 6.8 As the table above shows, in the period October – December 2010 there were 161 absences as a result of stress. The table below shows the reasons for stress absence, split by category.

Reason	Number of absences	Percentage
Personal	112	69.5%
Work	44	27.3%
Both	5	3.10%
TOTAL	161	100%

- 6.9 Members of staff who have returned to work following a period of stress are absent for an average of 32.8 working days. This average varies significantly from 71.7 days for work related stress to 21.2 days for personal stress. This shows that although fewer people are absent due to work related stress, that when they are absent it tends to be for a much longer period.



- 6.10 The Health and Safety Section are currently carrying out Stress Audits in seven locations and it is anticipated that management reports and action plans will be produced in all seven locations during February and March.
- 6.11 To ensure that support is being provided in the most suitable way Executive Directors are currently conducting a full review of work related and non work related stress absence within their departments in conjunction with the Chief Executive and Human Resources. This will help to ensure that employees continue to receive appropriate support and that suitable arrangements are put in place, including ensuring that a plan is in place for every employee to return to work and that further intervention is identified where appropriate.

7. HEALTH & SAFETY TRAINING DELIVERED

- 7.1 The recommendations from the Ralston Review of the Council's health and safety arrangements included requirements around training for employees. As a result it was agreed that a training matrix would be developed for each service which detailed mandatory and optional training requirements for various roles within each Service. These matrices can then be used to identify training requirements.
- 7.2 Analysis in terms of training requirements met has not been fully completed for a small number of health and safety matrices.
- 7.3 A review of Health & Safety Training at January 2011, for those where analysis has been completed, indicates that 59% of employees have completed the courses for which they were nominated. This varies significantly depending on the training course identified, as shown in the table on the next page.
- 7.4 The Health and Safety Section report, on a monthly basis, up to date information on completion of H&S training to all departmental management teams.
- 7.5 All managers are directed to review and prioritise mandatory training courses and, where necessary, the Health and Safety Section will arrange extra training.

	People trained		People still to be trained	
	Number	%	Number	%
Accident Reporting / Investigation TBT	175	73%	66	27%
Asbestos awareness	367	67%	180	33%
B29 (statutory and critical inspections) awareness for managers	1	7%	14	93%
CDM Appreciation	41	93%	3	7%
Accident Reporting Refresher (3 years)	103	100%	0	0%
Child Protection Guidelines	109	100%	0	0%
Child Protection Refresher (2 years)	0	0%	109	100%
Construction Skills certificate	18	62%	11	38%
Confined Spaces	0	0%	15	100%
Corporate Manslaughter	19	59%	13	41%
COSHH TBT	210	49%	218	51%
CPI	450	76%	145	24%
CPI refresher training (2 years)	118	88%	16	12%
CPI Trainer	1	50%	1	50%
Display Screen Equipment (Users) TBT	50	50%	50	50%
Driver Assessment Refresher (4 years)	7	100%	0	0%
Driver Assessment Training	150	74%	54	26%
DSE Assessor	6	86%	1	14%
DSE Assessor Refresher (3 years)	0	0%	2	100%
Fire Warden Duties (1/2 day)	147	70%	64	30%
Fire Warden Refresher Training (3 years)	7	100%	0	0%
First Aid at Work	114	25%	339	75%
First Aid at Work Refresher (3 years)	1	100%	0	0%
Food hygiene	2	100%	0	0%
Harness Awareness - elevated platforms	14	48%	15	52%
H&S Induction	245	90%	26	10%
IOSH – Working Safely (1 day)	0	0%	102	100%
IOSH (Managers Refresher 1 day)	19	61%	12	39%
IOSH (Managers)	100	70%	43	30%
Legionella Awareness	48	77%	14	23%
Legionella Checks	2	40%	3	60%
Lone Working	0	0%	62	100%
Ladder awareness TBT	203	53%	181	47%
Manual Handling	520	76%	162	24%
Manual Handling Trainer	2	50%	2	50%
Office safety	0	0%	71	100%
PPE	15	52%	14	48%
Risk Assessment TBT	48	30%	113	70%
Risk Assessment Training (1 day)	46	44%	60	56%
Sharps TBT	14	25%	41	75%
Stress Awareness	10	7%	133	93%
Stress Management	79	64%	44	36%
Sharps TBT Refresher (3 years)	0	0%	14	100%
Working at Heights TBT	202	70%	88	30%
Total No. Of staff	3,615	59%	2,477	41%

*TBT – Toolbox Talk

8. FINANCIAL IMPLICATIONS

8.1 There are no financial implications arising from this report.

9. LEGAL / AUTHORITY IMPLICATIONS

9.1 East Ayrshire Council has a statutory responsibility to comply with Health and Safety legislation. Failure to comply with statutory Health and Safety responsibilities could potentially leave East Ayrshire Council open to prosecution and / or fines.

10. POLICY / COMMUNITY PLANNING IMPLICATIONS

10.1 Community Safety is a core theme of the East Ayrshire Community Plan. The application of rigorous Health & Safety standards to protect our employees, service users and stakeholders is central to the Council's approach to community safety.

11. CONCLUSION

11.1 Monitoring and reporting mechanisms for Health & Safety performance has improved across a range of measures in the last year. The continued implementation of Health and Safety practices will be maintained.

12. RECOMMENDATIONS

12.1 It is recommended that Cabinet:

- (i) Notes the position in relation to Health and Safety at Quarter 2, 2010/11 in comparison to Quarter 1, 2010/11 and the comparative reporting periods in 2009/10;
- (ii) Notes the proactive and reactive management actions taken in respect of the matters identified;
- (iii) Asks the Depute Chief Executive/Executive Director of Neighbourhood Services to continue to report to Cabinet regularly, the matters contained within the report; and
- (iv) Otherwise notes the content of this report

Elizabeth Morton

Depute Chief Executive / Executive Director of Neighbourhood Services

16 February 2011

EM/IMA/JC

LIST OF BACKGROUND PAPERS

1. Health and Safety Performance Update Report – Quarter 1 2010/11 – Report to Cabinet 18 August 2010
2. Review of Health and Safety – Report to Cabinet 2 December 2009
3. Review of Health and Safety Arrangements – Improvement Plan Progress – Report to Cabinet 19 May 2010

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