

Agenda Item	14
Report No	RES/45/21

THE HIGHLAND COUNCIL

Committee: Corporate Resources Committee

Date: 24 November 2021

Report Title: Corporate Health, Safety and Wellbeing Annual Report 2020/21 and Plan 2021/22

Report By: ECO – Resources and Finance

1. Purpose/Executive Summary

- 1.1 The Highland Council's Occupational Health, Safety and Wellbeing Policy includes a commitment to the production of an annual report on its Occupational Health, Safety and Wellbeing (OHSW) performance.
- 1.2 Annual reporting on health and safety performance is also reflective of best practice. This report presents the council's OHSW performance, achievements and progress in 2020/2021 and the OHSW plan for 2021/22
- 1.3 This report was presented to the Council's Central Safety Committee on 15th September 2021 where it was recommended that the report be submitted to the Corporate Resources Committee.

2. Recommendations

- 2.1 Members are asked to:
 - i. Review and approve the OHSW annual report
 - ii. Review and approve the OHSW Plan 2021/22

3. Implications

- 3.1 Resource – Health and safety should be an integral part of management; failure to properly consider, plan and make sufficient resources available for health and safety will result in a negative impact on performance and budgets.

- 3.2 Legal - Failure to follow health and safety legislation can lead to enforcement action by the Health and Safety Executive (HSE) which can range from the serving of a Notification of Contravention, Improvement Notice, Prohibition Notice or Court Proceedings. HSE intervention is now charged at a cost of £160 per hour. Additional costs to the Council will always be required to rectify the breach of legislation.
- 3.3 Community (Equality, Poverty, Rural and Island) – None
- 3.4 Climate Change / Carbon Clever – None
- 3.5 Risk – Failure to ensure staff safety can lead to civil action against the Council
- 3.6 Gaelic - None

4. OHSW Challenges

The key OHSW challenges for the Highland Council for 2020/21 are:

- Securing additional OHSW staff
- Supporting ECOs implement health and safety within the new council structure
- Ensuring new Service health and safety plans for improvements to ensure specific risks are identified and then actioned, implemented and monitored regularly.
- Ensuring sensible, proportionate risk management
- Improved accident, incident, near miss recording and reporting
- Delivering a programme of prioritised workplace fire risk assessments
- Continuing to support New Ways of Working

5. Achievements

The key Council OHSW achievements for 2020/21 were:

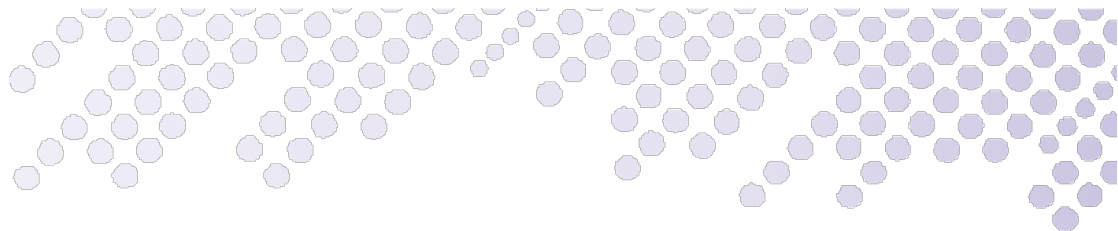
- Provision of a new employee assistance programme for staff and Elected Members
- Reduction in the accident rate (from 209 to 140)
- Providing continued Covid support to staff

Designation: OHSW Manager

Date: 20/10/21

Author: Gena Falconer

Background Papers:



Occupational Health Safety and Wellbeing

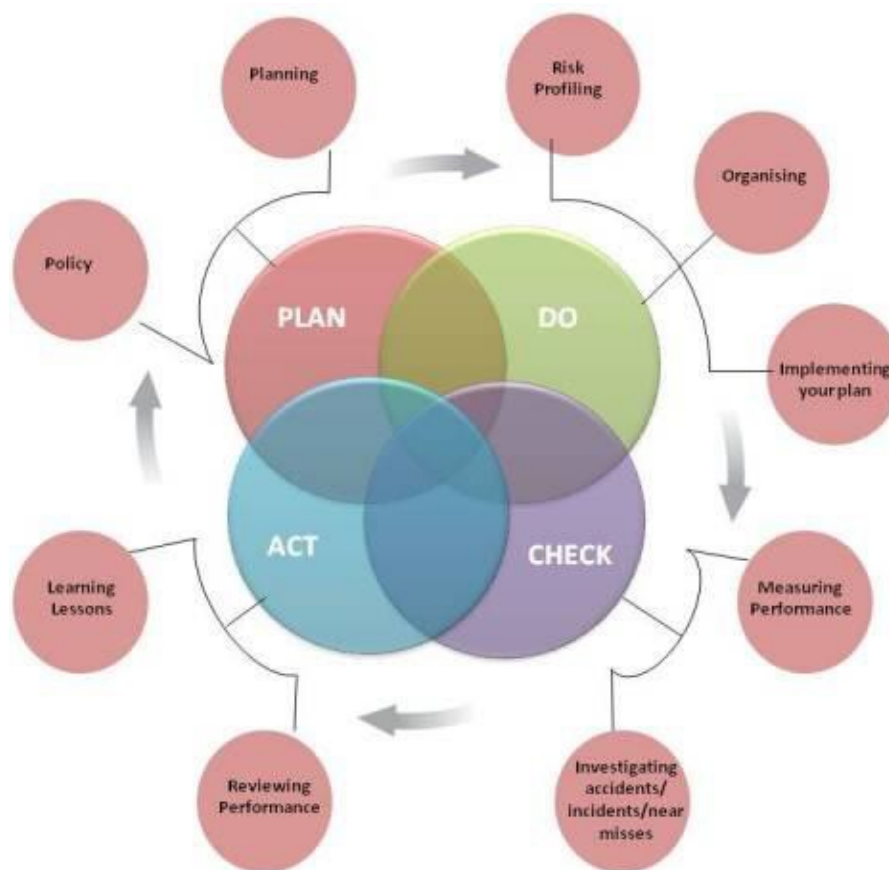
Annual Report 2020/2021



1.0 Introduction

1.1 The Highland Council's Occupational Health, Safety and Wellbeing (OSHW) Policy includes a commitment to the production of an annual report on its Occupational Health, Safety and Wellbeing (OSHW) performance. Annual reporting on health and safety performance is also reflective of best practice. This report presents the council's OHSW performance, achievements and progress in 2020/21 and presents the OHSW plan for 2021/22.

1.2 The OHSW policy is based on the Health and Safety Executive's model for successful health and safety management: Plan-Do-Act Check cycle and this report is structured in a similar manner.



1.3 The OHSW team is based within the HR Team in Resources and Finance. The team is responsible for:



- Ensuring that the Council meets its statutory obligations in respect of the health, safety and welfare at work of its employees and all others affected by its activities;
- Developing policies, procedures and standards
- Monitoring and inspecting workplaces and investigating accidents, incidents and occupational ill-health;
- Managing the occupational health contract;
- Managing the EAP contract
- Providing health and safety training.

1.4 The small team is made up of:

1x OHSW Manager
 1x Senior H&S Adviser
 3.8x H&S Advisers
 2x Fire Safety Officer
 1x H&S Assistant
 1x Clerical Assistant
 1x Graduate Intern (Temp)

1.5 For most of 2020/21 the team has struggled with only 1.8 H&S Advisers and 1 Fire Safety Officer. Recruitment did take place for the second Fire Safety Officer, however the postholder left in August due to personal reasons and a replacement to this post commenced 25 October. Attempts have been made to recruit to all Health and Safety Adviser vacancies and alternative arrangements are also being looked at to fill these critical roles as soon as possible to support the work of the team. .

1.6 The team is also responsible for the delivery of the Occupational Health contract; the Employee Assistance Programme, and the contract for Ergonomic Assessments and Provision of Ergonomic Equipment/Support.

2.0 Plan

2.1 Policy

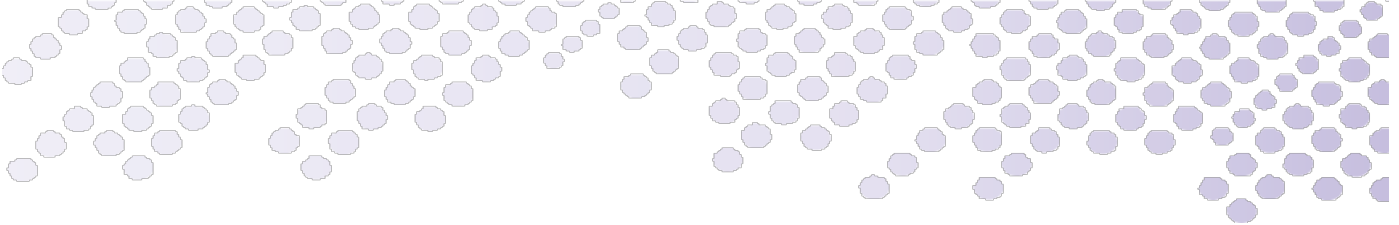
2.1.1 The Corporate OHSW policy reflects the Council's values, beliefs and commitment to provide a safe and healthy workplace. The policy includes link to further guidance on managing the hazards faced by staff in the Council. The last review of the policy was approved a Council meeting in August 2020 and reflects the new Council Structure.

2.1.2 In addition to the corporate policy, each Service should have its own service-specific health and safety policy which identifies Service risks and sets out the Service's arrangements for managing health and safety. These policies and plans should be submitted to the Central Safety Committee. These policies and plans, once approved, can be posted on the Health and Safety [Intranet site](#).

2.2 Planning for implementation

2.2.1 Effective planning for health and safety is concerned with prevention through identifying and controlling risks. This involves:

- designing, developing and implementing suitable and proportionate management arrangements, risk control systems and workplace precautions

- 
- operating and maintaining the system while also seeking improvement where needed
 - linking it to how other aspects of the Council are managed

2.2.2 Each Service should nominate a Head of Service to take on the role of Service Health and Safety Coordinator. Their responsibilities include coordinating health safety and wellbeing issues within their service and championing health and safety. They play a major part in implementing the corporate policy into their Service, developing their health and safety plan and ensuring planning for health and safety is included in Senior Management Team meetings at least quarterly.

3.0 Do

3.1 Risk profiling

3.1.1 The Council's health and safety delivery model covers the significant hazards faced by staff as they conduct their work activities. Not all services face the same hazard (or level of risk), and the Service health and safety action plan should focus on relevant Service risks, how they will be addressed within the Service and also meet the requirements of Council policy and guidance.

3.1.2 There is a strong focus on the use of risk assessment as a management tool and ensuring that controls are proportionate to the risks. A continued emphasis on sensible, proportionate risk assessment will be one of the main themes for the OHSW team in 2021/2022. There will also be a focus on the HSE's message: Go Home Safe. One of the impacts of Covid-19 is the development/maintenance of premises risk assessments for Covid which can be amended as premises return to new ways of working.

3.2 Organising

3.2.2 Health and safety responsibilities are described in the Corporate Policy and reflected in Service Policies. In addition to Service H&S Coordinators, individuals with specific responsibilities in Services for: risk assessment, Responsible Premises Officers, first aid, fire wardens, key workers (lifting and handling), trainers, assessors etc. have been identified. The basic requirement that everyone is responsible for the health and safety of themselves and others is one that is often repeated.

3.3 Plan Implementation

3.3.1 OHSW plan

The main actions in the 2019/200 OHSW plan were to:

- Introduce an OHSW Electronic Management System (ongoing)
- Work with Services to maintain H&S plans (ongoing)
- Reduce the number of occupational health appointments where employees did not attend: percentage reduction achieved (ref 4.5.8)
- Review Violence and Aggression reporting in schools (ongoing ref 5.1.10). Currently being reviewed.

3.3.2 Communication

The Staff Intranet and use of email are the main means of communication health, safety and wellbeing issues. The most important messages are published on the Intranet home page as well as the health and safety site. Health and safety advisers also raise issues at Area, Service and other health and safety meetings.

3.3.3 Communication messages have mainly focused on Covid-safety, security issues; mental health awareness; safe driving and safety alerts regarding battery disposal, safe use of ladders, sun exposure and manual handling. All messages can be found on the [OHSW news page](#).

3.3.3 Co-operation and consultation

3.3.3.1 The Central Safety Committee (CSC) is the main arena for health and safety consultation in line with the requirements of the Safety Representatives and Safety Committees Regulations 1977. Reports on the occupational health service, health and safety updates and property health and safety issues are all standing items on the agenda. Where Services have had HSE intervention, there is an expectation that update reports will be submitted to the committee until the issue has been closed out.

3.3.3.2 In line with the Policy and Guidance on Consultation, Service and Area health and safety meetings are held quarterly. Area meetings can sometimes be negatively impacted upon due to poor attendance – even though these now include the ability to join remotely. Actions raised at these meetings can be escalated to the CSC if not addressed in a timely manner.

3.3.3.3 The appropriate health and safety adviser attends both Service and Area meetings. A representative from H&P's Property Management Team is also invited to the meetings to discuss health and safety property-related issues.

3.3.3.4 All work teams are encouraged to have health and safety as a regular item on the agenda for team meetings to ensure that issues can be raised and addressed.

3.3.5 Training

3.3.5.1 Health and safety training is, in the main, delivered by the health and safety team. This is without cost to Services, unless where specialist input is required. The OHSW team can deliver training across the Council's geographical area, where there are adequate numbers of delegates. The delivery of training using Microsoft Teams has been adopted where possible, but cannot be used where practical, hands on exercises are required, especially where there is a need to show competence or understanding of concepts.

3.3.5.2 A number of new courses were introduced, other developed to address new ways of working. An e-learning course on Managing Asbestos in Schools, aimed at Headteachers/Depute Headteachers in schools which were built pre-2000 was developed in response to an HSE exercise on this topic

3.3.5.3 The table below shows the number of Council staff attending health and safety courses in 2020/2021 and the prevailing trend in uptake.

Course title	2020/21	Trend
Dealing with challenging behaviour	0	↓
Mental Health Representative	15	↓
Accident Investigation and Reporting	0	↓

Responsible Premises Officer	0	↓
First Aid Certificate	0	↓
First Aid Certificate Refresher	0	↓
Emergency First Aid	0	↓
Moving and Handling	22	↓
Moving and Handling (People)	6	↓
Moving and Handling (Hoist)	4	New
Evac chair / ski pad	0	↓
Evacuation procedures	0	↓
Fire Marshal	9	↓
Lone Working	0	↓
Lone/Home Working	53	↓
Managing Health and Safety in HC	0	↓
Manual Handling	14	↓
Risk Assessment	256	↑
Stress Awareness	0	↓
Supporting Anxious Callers	6	New
Supporting Anxious Colleagues	55	New
Mentally Healthy Workplaces	0	↓
Preventing Violence at Work	0	↓
Wellbeing Workshop	4	↓

E-learning courses	Complete (in progress) 2020/21	Trend
Alcohol and drugs in the workplace	14 (76)	↓
Mentally Healthy Workplaces	57 (96)	↓
Preventing violence and aggression	202 (52)	↑
Snow and ice clearing	65 (15)	↓
Working with Computers	1458 (373)	↑
Managing stress	43 (12)	↑
Extinguishing Fires	1035 (695)	↑
The Highland Council OH Service	122 (18)	↓
Asbestos Awareness (Schools)	123 (54)	New
Intro to Health, Safety & Wellbeing at Work	1090 (691)	↓

3.3.5.4 It is of no surprise that the overall trend is that the uptake of training is down, significantly because of the events of the last 18 months. The uptake of the Risk Assessment, Extinguishing Fires, Working with Computers courses have significantly increased – this is also undoubtedly because of Covid and

working from home.

3.3.5.5 It is anticipated that the rollout of the new learning management system will provide additional courses on health, safety and wellbeing for staff. Line Managers will be able to run reports relating to their own staff – hopeful this will also result in more people fully completing eLearning courses – many do not complete the end of course assessment which is an integral part of the course and is necessary to demonstrate the learner’s understanding of the course.

3.3.5.6 Training of staff is one of the criteria that the HSE will always ask for during inspections or accident investigation. In many cases, training is a statutory requirement and corporate health and safety training addresses our most serious risk. Services will be asked to commit to ongoing programmes of health and safety training in their updated health and safety plans.

4.0 Check

4.1 Monitoring performance

4.1.1 Ensuring and encouraging compliance with OHSW policy and associated guidance, as a minimum standard, is at core the core of the proactive work of the OHSW team whilst also promoting a culture of continuous improvement. The quarterly CSC receives reports on the Council’s health and safety performance as well as that of the contracted-in occupational health service.

4.1.2 Benchmarking, peer support and sharing of experience and policy and guidance is a core part of the North of Scotland Health and Safety group. This group is comprised of health and safety senior officers from CNES, Orkney, Shetland, Moray, Aberdeen City and Aberdeenshire Councils. A subgroup has also been established to share information and resources for the management of HAVS across these Councils.

4.1.3 At the time of writing, 4 Councils have shared their AIR Accident Injury Rate (see 4.2.1). These range from 140 to 220 with The Highland Council having the lowest rate.

4.1.4 It is proposed that a health and safety audit is conducted across the Council once the focus on the pandemic can be lifted. This will give a baseline as to how Services are meeting requirements and results will assist in the development of health and safety plans. (The health and safety advisers are all qualified and experienced in conducting audits.)

4.2 Investigate accidents, etc.

4.2.1 There were 681 incidents to staff reported in the period 1 April 2020 to 31 March 2021, compared to 1024 in the previous year. This year’s trends and rates compared to the previous 5 years are presented in the table below:

	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021
Total employee accidents	937	1196	1915	1171	1238	1024	681

Fatalities	0	0	0	0	0	0	0
Working days lost	1348	1237	916	555	557	407	374
Major injuries	10	7	8	9	6	7	3
Over 7 day injuries	12	14	11	8	17	14	12
Total reportable to HSE	22	21	19	17	23	21	15
Accident Injury Rate (AIR)*	213	261	244	145	219	209	140

***AIR = (reportable injuries/no. employees)*100,000**

4.2.2 The severity of the outcome of the accidents has slightly decreased– as noted in the decrease in the number of over 7-day absence injuries and those reported to the HSE. The legal definition of “Major injuries” includes injuries such as broken bones, amputation, loss of consciousness or loss of sight.

4.2.3 It is considered essential that the Council makes more use of incident and near miss reports, results from accident investigations, inspections etc. to ensure sufficient learning from these and that appropriate responses are made to prevent recurrence of incidents and loss. This will be raised with Services over the next year.

4.2.4 The proposed introduction of an electronic health and safety management system will allow for quicker and more accurate analysis for Service incident statistics/trends as well as the Corporate overview.

4.2.5 Both the corporate process for reporting violence and aggression and the Education process (where alleged perpetrator is a pupil) are being reviewed to make reporting, investigation and recommendations more manageable and less bureaucratic.

4.3 HSE Intervention

4.3.1 Asbestos in Schools (Duty to Manage)

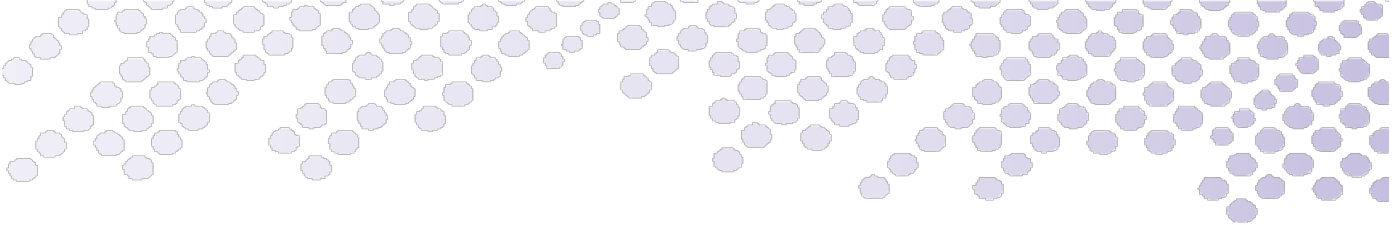
The Council was served with a Notice of Contravention in May 2019 following visits to four schools. The notice focused on lack of training for Headteachers/Depute Heads on their legal duty to manage asbestos, and on the lack of asbestos awareness training to school support staff. (see 3.5.3.2)

4.3.2 The HSE have been conducting spot Covid inspections as schools and the offices re-opened. Contact was made initially by phone, with questions asked about Covid risk assessments, controls, and the senior managers’ knowledge of Covid. No visits to offices have been undertaken, and The Highland Council is one of the Scottish Local Authorities where no follow up visits were required.



4.4 Occupational Health

- 4.4.1 Iqarus Occupational Health were awarded the Highland Council/Highlife Highland contract in 2019. A buy-out and restructure of the organisation resulted in a change of name to International SOS.
- 4.4.2 A total of 465 management referrals were seen by occupational health between 1 April 2020 and 31 March 2021. This represents a decrease from the 553 referrals in the previous year.
- 4.4.3 The main reason for referral to occupational health continues to be for mental health issues, 32% of management referrals are classified thus by the medical staff. This is a decrease on the rate of 49% of cases in the previous year. There is a requirement for staff who are absent with mental health issues to be referred immediately, as early intervention is viewed as crucial to recovery and getting back to work. It should be noted that not all referrals (for any condition) are made when staff are off ill: some are referred while staff are still at work in order to prevent absence.
- 4.4.4 Where work related stress has been identified, the management report aligns the cause to the HSE Stress standards (demands, control, support, role relationships and/or change) and this way the employee and the manager can focus on these areas specifically. Managers are advised to complete Stress Risk Assessments as part of the return-to-work process.
- 4.4.5 Statutory health surveillance is required for all employees who are exposed to certain defined hazards (such as noise) or to certain processes such as working with vibrating equipment. Health surveillance is any activity which involves obtaining information about employees' health and which helps protect employees from health risks at work. There is also a requirement to offer night workers a health assessment.
- 4.4.6 The HSE instructed that face-to-face health surveillance be suspended in March 2020 – the use of questionnaires was used instead, and there was an additional requirement to review these quarterly instead of annually (or longer) depending on the risk. This service is now being re-introduced.
- 4.4.7 In addition to identifying early work-related health issues, health surveillance can help identify control measures which are not working as they should. Line Managers should review risk assessments and control measure when they receive reports which indicate that health is being negatively impacted by work.
- 4.4.8 “Did not attend” appointments (DNAs) are those where the employee fails to give more than 24 hours' notice of being unable to attend their appointment – in many cases there is no communication from the employee at all and they do not turn up. Both manager and employee receive notification of appointments and managers are expected to discuss this with the employee. They are also expected to investigate the reasons for DNAs.
- 4.4.9 Under the terms of the contract, the Council is charged the full appointment cost for DNAs. In 2020/21 there were 82 missed nurse/doctor appointments



and 9 missed physiotherapy appointments. (Last year these figures were 52 and 49 respectively.) This represents a significant cost to the Council and additional work will need to be undertaken to reduce this cost.

4.4.10 DNAs will continue to be monitored at Central Safety Committee.

4.5 Fire safety

4.5.1 The prioritised programme of fire risk assessments for all Council workplaces has been reviewed, with an emphasis on all schools being assessed at least once. Large office premises and depots/workshops/garages are the next priority.

4.5.2 In 2020/21 86 fire risk assessments were conducted, which represents an increase on the 74 assessments undertaken by the team last year. All but 4 schools have updated assessment: on completion, then a programme of periodic reviews will be developed.

4.5.3 FRAs for all sleeping accommodation have been completed – these are high risk premises – with the exception of Plockton hostel where building works are currently underway.

4.5.4 242 out of 251 offices/workshops/garages have been assessed for fire safety: this includes all the main offices and large depots with a higher fire risk.

4.5.5 Services should be reviewing progress of the action plans for premises where they have an RPO, at part of their consultative meetings. Any updates should be submitted to the Fire Safety Adviser.

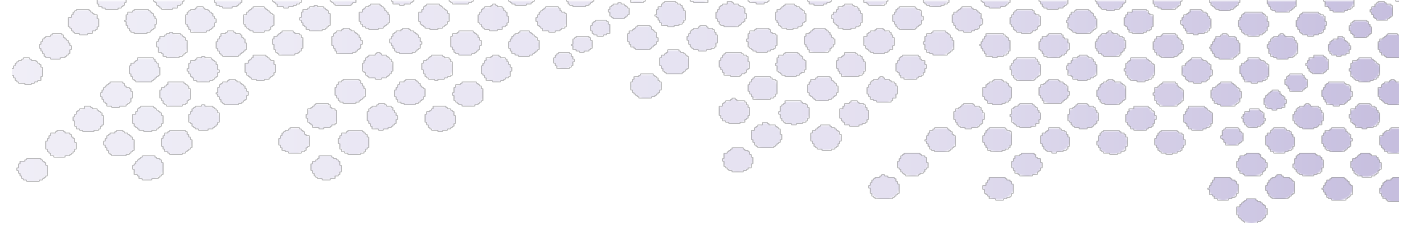
5.0 ACT

5.1 Achievements

5.1.1 Updates to the health and safety and management documentation included:

- Guidance on home working
- Visual checks of portable electrical appliances
- Guidance on long covid
- Guidance on re-opening premises
- Covid Anxiety Workbook

5.1.2 March 2020 saw the introduction of a new service for staff, their families and Elected Members. The Employee Assistance Programme, delivered 24/7 by Spectrum.Life was introduced earlier than planned to help provide advice and support for Covid-19. The service includes information and advice on a number of health, legal and financial issue. Quarterly reports on usage of the provision are presented to the Central Safety Committee, members of which received an informative presentation on the work of the EAP.



5.1.3 Whilst Covid impeded the development of our Mental Health Reps training, they have proved to be an invaluable resource to staff during the Pandemic. A review of additional training for this group of staff will be undertaken by OHSW and L&D.

5.1.4 A review of the role of Responsible Premises Officers has commenced, led by Property, with contributions from OHSW Manager and RPOs. This review was halted due to Covid-19 but is now being reconsidered as part of the Return to Workplaces project.

6.0 OHSW Work plan for 2020/21

6.1 The OHSW work plan for 2020/21 is attached.

OCCUPATIONAL HEALTH, SAFETY AND WELLBEING PLAN 2020/22

No.	Action	Owner	Due by	Update	Completion
1	Review OHSW policies and support following restructure	OHSW Manager	31/03/22	OHSW policy update completed Review guidance for suitability post-Covid-19 Update CSC quarterly	
2	Continue to review and develop Covid-related guidance as appropriate	OHSW Manager	31/03/22	Will feed into NWoW board	
3	Work with Services to develop new health and safety policies and plans.	H&S Advisers	30/06/21	Delayed due to Covid-19	
4	Introduce new accident reporting database	OHSW Manager	1/4/22	Investigating various solutions. Working with ICT and Procurement to identify and develop system.	Ongoing
5	Work with Services to review the process for fire safety assessments and management of actions arising from the reports.	OHSW Manager (with Property Manager)	Ongoing	Initial meeting held 24/8/21	Ongoing
6	Review training options	OHSW Manager	31/03/22	Review delivery of training post Covid-19 Review of statutory courses underway Review of eLearning courses: RPO, OH, Introduction to H&S and CDM courses Investigate how new LMS system can promote/record H&S training	
7	Advise new ECOs on health and safety management	OHSW Manager	30/11/21	Workshops post-IOSH training are planned September and October.	
8	Set up IOSH – Lead Safely for ECOs and Hos	OHSW Manager/L&D Manager	31/12/21	Courses booked for September, October and December.	
9	Once restructure complete, review policy/guidance to ensure it reflects the structure	OHSW Manager	30/11/21		
10	Develop security manual	OHSW Manager	TBC	Reviewing as part of RPO review	Ongoing

11	Review RPO role and handbook	OHSW Manager	TBC	Working group set up Survey issued to current RPOs Business case being developed	
12	Maintain OHSW Intranet pages	H&S Assistant	Ongoing	New information published	Ongoing
13	Continue the programme of Fire Risk Assessments (FRAs)	Fire Safety Advisers	Ongoing	Recommended. Priorities being developed. (see also point 5) Additional post to be advertised	Ongoing
14	Attend Service and Area Health and Safety Consultation Groups	H&S Advisers	Ongoing	Structure of consultation meetings requires review following new structure	Ongoing
15	Review of lone working arrangements	OHSW Manager	31/12/21	Ensure home working is included as part of review	Ongoing
16	Run "Living and Working with Long Term Conditions" Course	OHSW Manager	30/3/22	Investigating possibility of online courses/support	Ongoing
17	Introduce compliance monitoring exercise	H&S Assistant	31/3/22	Commence post-Covid-19	
18	Conduct health and safety inspections in school residential premises	H&S Adviser	31/3/22	Commenced – delayed due to Covid-19	
19	Run specific condition awareness for HR/managers	OHSW Manager	Ongoing	Delayed due to Covid-19	Ongoing
20	Set up contract for provision of ergonomic assessments, etc.	OHSW Manager	31/06/21	New framework launched. Should assist with homeworking	Complete
21	Set up contract for provision of eyecare vouchers	OHSW Manager	31/06/22	Working with joint procurement - some slippage	Ongoing
22	Monitor number of/reasons for failure to attend OH appointments	OHSW Manager	31/03/22	Reported quarterly to CSC	
23	Review arrangements for testing portable electrical appliances	OHSW Manager Head of Housing	31/06/22	Guidance on visual checks of portable appliances issued. Need to progress risk based approach to testing	Ongoing
24	Assist Services with HAVS management	Senior HAS	Ongoing	Working with service – audits conducted, training identified. Need to identify Service champion who can co-ordinate/support activities New Service action plans requested.	Ongoing

				Identification of staff who need training requested from Services.	
25	Manage the procurement of OH service	OHSW Manager	31/3/22	Current contract expires 31/2/22	
26	Review attendance at Area/Service meetings	OHSW Manager	30/06/22	Needs promoting – each Service should be represented at the 3 Area meetings.	
27	Work with Services to ensure e-learning courses are completed by staff	OHSW Team	30/06/22		
28	Launch “back to basics” H&S programme	OHSW Team	31/03/22		
29	Continue to monitor “work related stress” reasons for referral to occupational health and encourage stress RAs to be completed.	OHSW Manager	Ongoing		
30	Continue with development of mental health rep programme, including training of new MHRs.	Moving and Handling/H&S Trainer	Ongoing		
31	Conduct H&S Audit in all Services	OHSW Team	31/3/22		
32	Conduct H&S Skills gap analysis across Council	OHSW Team	31/12/21		
33	Present Annual Health and Safety Report to future Resources Committee	OHSW Manager	25/2/21		
34	Develop H&S course for Elected Members	OHSW Manager	COMPLETE	Course based on Institute of Directors/Institution of Safety and Health course prepared and issued to ECO	31/3/22
Post covid-19 Actions					
C1	Provide H&S advice for reference during return to office period	OHSW Manager	Ongoing		Ongoing
C2	Attend SILVER level meetings	OHSW Manager	1/4/20		Complete
C3	Prepare advice on return to work *including physical distancing and new ways of working”	OHSW Manager	1/5/20	Submitted to ECO and HoHR	Complete
C4	Develop guidance for risk assessment for return to work	OHSW Manager	31/5/20	Guidance available on Intranet	Complete

C5	Develop Corporate Induction for return to work post-lockdown	OHSW Manager	31/5/20	New course developed in conjunction with L&D	Complete
C6	Develop advice to support managers prepare team-specific induction for return to work post-lockdown	H&S Advisers	Ongoing		
C7	Provide advice/checklist for RPOs reopening premises after lockdown	OHSW Manager	30/9/21	Guidance available on Intranet – review requirements for HUBS	Ongoing
C8	Develop updated homeworking guidance for staff	H&S Adviser	31/5/20	Guidance available on Intranet	Complete
C9	Attend TU meetings during Covid-19 period to ensure ongoing liaison with TU H&S reps	OHSW Manager	Ongoing		
C10	Launch module on self-management of Long Covid	OHSW Manager	31/3/22	This was available on old MOL system. Arrange for publication on new LMS	