

## Executive Summary

### Housing Asbestos Action Plan

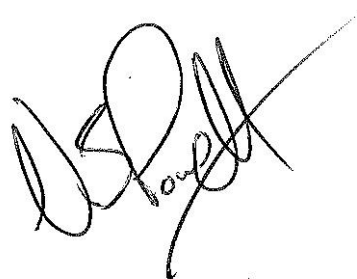
On 26<sup>th</sup> June 2019, Housing Caretakers picked up fly tipping on the Grange Farm Estate before eventually depositing it at the Civic Amenity Site. It was only at this point that it was identified by the Civic Amenity Site Staff that the items contained asbestos sheeting as well as plastic bags (which had then split) of needles, syringes and medical jars. As a result the items were cordoned off and management alerted that started a health and safety investigation process.

The investigation became a reactive process, addressing the criticisms and errors that emerged, and never establishing a path to understand the root cause of the incident. It immediately failed to set a clear path forward, This led to an almost forgetting of the key aspects of such an investigation, being to ensure that such steps as necessary are taken without delay to prevent recurrence and remove risk, and that the root cause that led to the incident in the first place are highlighted to enable an effective action plan

The investigation into the Housing asbestos incident has gone through each stage of the investigation, from the moment of the incident to the final correspondence of the external investigator, and identified key critical issues that require addressing to prevent recurrence of such mistakes in future health & safety investigation. As a result, clear learning outcomes have been set out, providing a path to a consistent and competent investigation going forward,

While there are many errors that are found with hindsight, and some highlighted at the time, the investigation also recognises that some good practice was seen. Of this, the recognition of the hazardous waste by the Civic Amenity Staff and the efficient and effective control of the risk are highlighted and show that failures of training and procedures are not endemic across all the waste service, but clearly need to be more consistent going forward.

As with all incident/Accident investigations Housing have developed a comprehensive action plan to address all those key learning outcomes, the action plan will be monitored against progress on each key learning outcome at the corporate health and safety board.



Date: 21.04.2020






Nick Powell – Divisional Director Housing Services






















Date: 21.04.2020

John Griffiths – Corporate Health, Safety and Compliance Manager (CMIOSH, PIEMA)

## Housing Asbestos Incident Investigation- Learning Outcomes Action Plan (Updated January 2021)

No.	Issue	Action Point	Areas to be addressed	Action	Outcome to be achieved	Owner	Timescale	Update	Update	Update Lessons Learned	RAG Status
	Related to the root or underlying cause of the incident initially		Break down of specific areas that need to be addressed as highlighted from the investigations	Specific Action needed to address issue	Setting out what will need to be in place to show success	Responsible person to take forward the action and ensure completed	Target date for completion of the action.	Monthly update on progress	November 2020	January 2021	
1	Management Commitment	1A	No Suitable and Sufficient Risk Assessments in place for identifying And controlling hazardous waste (asbestos, chemicals, sharps) by caretakers	<p>Conduct suitable and sufficient risk assessment using Appendices A, B, C or D of the Risk Assessment Arrangements document (01/04/2019). The Asbestos Regulations, COSSH Regulations and associated guidance should be referenced and implemented as necessary.</p> <p>Sufficient Risk Assessments and similar documents are in place. See example below that will be reviewed.</p>   <p>Asbestos 28 01 20 Example Decontamination ProcWork Instruction Rub</p>   <p>Estate Services Estate Services DRUGS or SEX RA 20 ENCOUNTERING ASB</p> <p>Estate Services Team to include Method statement (sharps and needles) in risk assessment review provided by Environment colleagues below.</p> <p>Essential HSE Reference Material for team to incorporate as necessary  <a href="https://www.hse.gov.uk/coshh/essentials/direct-advice/index.htm">https://www.hse.gov.uk/coshh/essentials/direct-advice/index.htm</a>  <a href="https://www.hse.gov.uk/healthservices/needlesticks/actions.htm">https://www.hse.gov.uk/healthservices/needlesticks/actions.htm</a></p>	All relevant staff competent in completing service-specific risk assessment, documented, circulated, filed with review dates	Resident Services Manager (RSM)	February 2020	<p>Complete – new revised risk assessments in Appendix 1 below</p> <p>Asbestos decontamination procedure in Appendix 1 now includes the risk assessment</p>	<p>These revised risk assessments were further updated in <b>June 2020 and gain on 14 November 2020.</b></p> <p>Available staff were consulted and practical working processes were demonstrated and commented upon by team. <b>This was done on 23 &amp; 25 June 2020</b></p> <p>The Resident Services Operational Manager is creating a “handbook” that will have all current risk assessments bound in a folder so that each current and new recruits (at the time of induction) can refer to the risk assessments to ensure H&amp;S risk assessments are practiced at all times. <b>This was created and sent to Printing Room for first sample on 15 November 2020.</b></p> <p>H&amp;S has always been an agenda item at all Team Meetings and this will be strengthened further still.</p> <p>Those members of staff who have been shielding since March 2020 and/or returning from long term sick absences will be provided full access to the risk assessments as well as ongoing supervision on the estates. We have augmented our sharps and needles process with additional PPE including needlestick gloves by working with our colleagues at the Depot and using the same supplier</p>	<p>The risk assessments are in place and used as reference points for all task undertaken.</p> <p>We have learned the value of having risk assessments in place and keeping them update.</p> <p>We now have a staff more aware of the potential risks and a management structure that uses the risk assessments during individual and team meetings to keep staff fully conversant of their shared responsibility to themselves, the team, other sections and to the general public at large.</p> <p>We also have better collaborative working between areas such as Waste Services, Asset Management, H&amp;S Compliance and Corporate H&amp;S teams.</p> <p>We are better equipped than we were previously.</p> <p>This is an ongoing process</p>	
		1B	Standard Operating Procedures not linked to any risk assessment or updated to reflect good practice.	<p>Put in place a standard operating procedure for staff that takes into account the controls identified within the risk assessment and in line with HSE guidance <a href="https://www.hse.gov.uk/pubns/guidance/a38.pdf">https://www.hse.gov.uk/pubns/guidance/a38.pdf</a></p> <p>There is a Standard Operating Procedure linked to a risk assessment. Please see below that will be reviewed.</p>  <p>SOP Standard Operating Procedure</p> <p>Refer to handling of ACM flow chart process between Asset management and Estate Services.</p>	New SOP covering all likely risks to Estate Services	RSM	31st July 2020 and then every 3 years or sooner if an incident occurs as part of lessons learned	<p>SOP and RA have been incorporated into one document to ensure they are reviewed simultaneously</p> <p>Now incorporated in Asbestos Decontamination Procedure. See Appendix 1</p>	<p>As part of the ongoing lessons learned we updated the risk assessments in June and again on <b>14 November 2020.</b></p> <p>Whilst we have committed to a 3 year’s or sooner review as part of lessons learned, we have now further committed to carry out an interim review all risk assessments <b>every June</b> up 31 July 2023 respective of whether an incident occurs or not.</p> <p>This is stated in the risk assessments of <b>14 November ‘20</b></p>	<p>Staff awareness has improved further but the RSM will ensure that the team use the new risk assessments on a daily basis.</p> <p>Any unexpected circumstances would be updated on ALL our risk assessments for all our tasks simultaneously. Any change to the RA would be circulated immediately to all the team.</p> <p>This is an ongoing process</p>	


	IC	No clear asbestos or other hazardous waste arrangement covering all activities and issues	<p>Ensure all staff are aware of: Service Procedure in line with Environment &amp; Culture, Hazardous Waste procedure dated 31 October 2017, Asbestos Discovery and Batts, oils, solvent discovery and Method Statement for Sharps and needles. Adapt to suit Housing Estate Services.</p> <p> List of Housing Caretakers Controlle</p> <p> Estate Services BUSH PLANT RA 202</p> <p> Estate Services BULK RA 2020.doc</p> <p> Estate Services COMMUNAL LIGHTIN</p> <p>  Estate Services BIN AFTER HOURS RA 20 ROTATION RA 2020.</p> <p>  Estate Services COMMUNAL SWEEPINCOMMUNITY HALLS R</p> <p>  Estate Services GRIT DRIVING 2020.doc      Estate Services SALT RA 2020.doc</p> <p>  Estate Services DRUGS or SEX RA 20 GRAFFITI REMOVAL</p> <p>  Estate Services LITTER PICKING RA 2Working at Height RA</p> <p> Generic Pushing RE Lone working Pulling MH Checklist 2 policy - Housing.msg</p> <p> JSA Lightbulb changing update 28 0</p> <p> Induction_checklist_2020.doc</p> <p> Training Matrix 2019.xls</p> <p>Refer to handling of ACM process between Asset Management and Estate Services for removal of asbestos as in 1B above.</p>	<p>All relevant staff are conversant with arrangements regarding hazardous waste.</p> <p>Evidence how communicated and where can be referenced</p>	RSM	<p>Complete review July 2020 and every 3 years thereafter or sooner if an incident occurs as part of the lessons learned</p>	<p>All risk assessments incorporate a SOP. See Appendix 2</p> <p>Evidenced through Estate Services staff training matrix. Appendix 2.</p> <p>See asbestos decontamination procedure Appendix 1.</p>	<p>As part of the ongoing lessons learned we updated the risk assessments in June and again on <b>14 November 2020</b>.</p> <p>Whilst we have committed to a 3 year's or sooner review as part of lessons learned, we have now further committed to carry out an interim review all risk assessments <b>every June</b> up 31 July 2023 respective of whether an incident occurs or not. This is stated in the risk assessments of <b>14 November '20</b></p> <p><b>Please see attached BULK REMOVAL risk assessment as an example that shows how the SOP and relevant information have been incorporated into all affected caretaker task. (Appendix 4)</b></p> <p> Estate Services BULK RA 2020 Nov 2020 v3</p>	<p>Any unexpected circumstances would be updated on ALL our risk assessments for all our tasks simultaneously. Any change to the RA would be circulated immediately to all the team.</p> <p>We do not rely on Review dates but are now more proactive to try to identify potential risk and take all reasonable actions to reduce the risk</p> <p>Regular training and discussion s amongst the team will help towards this.</p> <p>The RSM will incorporate adequacy of learning as part of the annual training requirements for the team.</p> <p>This is an ongoing process</p>	
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		IC	Lone Working			RSM		<p>Lone working policy pending corporate update see email from David Gilmore.</p> <p>All caretakers are equipped with smart phones.</p> <p>They use the Housemark App which enables them to record their task-based activities throughout the day.</p> <p>In <b>June 2020</b> we worked with Housemark to develop a sign-in/sign-out facility that sends an automated email to the Resident Services Operational Manager and the Senior Caretakers.</p> <p>This is an interim measure as we work in accordance with current Corporate Lone Working Policy.</p> <p>Staff attendance can be checked at arrival, lunch and departure for their safety. <b>This is done daily.</b></p> <p>We do not monitor staff at any other part of the day. Senior caretakers are on hand in their supervisory roles.</p> <p>The Resident Services Operational Managers are available during all normal hours if a matter needs to be escalated.</p> <p>During Covid-19 regular contact is made between the caretakers, Senior Caretakers and the RSOMs</p> <p>Our interim measures work but we would prefer to be under the umbrella of the corporate lone working policy once implemented</p> <p>However, the corporate policy has been approved Housing will introduce this policy ASAP as part of the Lone Working for all staff.</p>	<p>The caretakers are signing in/out on daily basis. The emails are sent to the Senior Caretakers and RSOMs who can check for staff attendance and safe departure.</p> <p>The Senior Caretakers are also on site and visit the caretakers on estates</p> <p>The RSOMs check this on daily basis.</p> <p>This is an ongoing process.</p> <p>Unfortunately, the Corporate Lone Working Policy has not been agreed yet and therefore we cannot proceed with the purchase of the recommended devices.</p> <p>As soon as the Corporate Lone Working Policy is agreed all the team will be issued with approved devices to augment the smartphones and signing in/out process mentioned above</p> <p>This is an ongoing process</p>	
		ID	Unclear on the governance within the Housing Department around health & safety and putting in place / ensuring in place correct procedures and risk assessments in place	<p>1. Health &amp; Safety in Housing is governed overall by the Housing Senior Management Team.</p> <p>Policy, procedures, processes, risk assessments undertaken by the Estate Services caretaking team is the responsibility of the Resident Service Manager (RSM) including local governance.</p>	All personnel aware of responsibility	1.HOS  RSM	Immediate	<p>1. Quarterly Housing Assets Health &amp; Safety Meeting &amp; Housing Health &amp; Safety/ Circle Group</p> <p>2.RSM will review progress in line with policy review dates.</p>	<p>This will also be discussed during 121s and Team meetings to ensure that issues arising can be updated, included and covered by reviews</p> <p>As part of the lessons learned we are working closer than ever with Housing's H&amp;S Compliance team and involve them with issues relating to asbestos/fire risk matters.</p> <p>We are also working well with the Corporate H&amp;S team making use of their expertise as well as tools such as SheAssure for recording of risk and incidents</p> <p>This is an ongoing process</p>	

		1E	No monitoring or audits of activities to understand whether any process / procedure is adequate and working	This function does happen in Estate Services. This is a key responsibility of the Resident Services Operational Manager role to monitor and audit all front line operational actions. Findings and actions must be documented.	Audit trail of activities and actions, ie 1- 1's, team meetings, appraisals and any other method agreed by the RSM and the Estate Services Team.	RSM/ RSOM	Day to day function	Ongoing & will be a standing item on team agenda.	All risk assessments and safe methods of work are in place for the caretakers.  The activities are supervised by Senior Caretakers who in turn refer any matters arising to the RSOMs.  This may take the form of equipment needs, PPE or additional training.  The RSOMs ensure that the caretakers have equipment that enables them to carry out their tasks efficiently and safely.  The RSOM's also visit estates on adhoc basis currently due to Covid 19 but more programmed afterwards to ensure that the risk assessments are being adhered.  This is fed back to the RSM	Any matters/incidents arising are fed back to the RSOM's and they ensure that all incidents/accidents/risk are recorded on She Assure.  This is one of the fundamental lessons learned. We must ensure that there is a proper audit trail from inception to the final outcome.  This is being checked regularly.  This is an ongoing process.
		1F	No link in with other similar services to ensure best practice is adopted and consistent in approach	Continue the joint working from 2018/19 (Ground maintenance & waste) between Environment and Housing Estate Services to include any other similar services where the same approach is necessary such as Asbestos Awareness.	Consistent approach to similar services but tailored for housing estate services where necessary	Carol Henry Smith, RSM with Alan Whiting	Ongoing	Every 4-6 weeks	Aside from regular contact with our colleagues in Grounds Maintenance, we also use their expertise and services to remove items that the caretakers cannot handle such as larger fly tips.  We also work closely with colleagues in Waste Services to overcome issues such as contaminated bins.  We would seek their guidance on matters arising including best practice so that we have a consistent approach.	Covid and the new way of working has made onsite meetings difficult, but we have taken on board this important aspect of the learning curve.  We are sharing more and more interdepartmental knowledge such as using the same suppliers for tools and equipment. Centralised HepB vaccinations.  This is an ongoing process
		1G	No set review dates / process for documentati on including SOP and Risk Assessment	<ol style="list-style-type: none"> <li>1. Check existing review dates on documents that reviews have taken place and those that are due happen imminently.</li> <li>2. Ensure all relevant SOP/ risk assessments documents across Housing Estate Services are reviewed regularly, a clear review date is inserted and followed.</li> </ol> <p>NB: Review dates are to be brought forward following any incidents warranting a review.</p>	All procedures and processes within Estate Services have review dates	RSM	31 July 2020 Thereafter every three years or when an incident occurs as part of lessons learned	Training completed for all ES staff Review dates on all RA documents in Appendix 1 & 2.	Whilst we have committed to a 3 year's or sooner review as part of lessons learned, we have now further committed to carry out an interim review all risk assessments <b>every June</b> up 31 July 2023 irrespective of whether an incident occurs or not. This is stated in the risk assessments of November '20	All our RAs review dates have now been synchronised. The next required review should be July 2023.  However, we have decided to carry out interim reviews every April.  The next interim review will be in April 2021.
		1H	No document control in place with processes/ procedures to ensure only the current version is available	<ol style="list-style-type: none"> <li>1. Review of Housing Estate Services policies, procedures and processes. Copies for wider circulation must be PDF.</li> <li>2. Estate Services management team to agree current operative versions and all non-current (if any) are disposed.</li> <li>3. Create a directory for policies, procedures and processes.</li> <li>3.  List of Housing Caretakers Controls</li> </ol>	All documents within Housing Estate Services are current Version	1.RSM/ RSOM  2 RSM/RSOM  3 Support from Resident Services Project Manager	April 2020	All documents have now been reviewed. Version controls are added and a directory has been set up in Sharepoint. RSOM to allocate capacity to assist in the July 2020 review.  Documents to be PDF once agreed	This has been implemented since <b>June 2020</b> . All amendments are uploaded onto SharePoint.	All documents are on SharePoint. Any change/amendment is made to all our RAs simultaneously so that the all Review dates stay the same.  This is an ongoing process.

2		2A	Concerns over competence of those carrying out the risk assessment and SOP at management level	Resident Services Operations Manager/Senior Caretaker carry out risk assessment in conjunction with the caretaker or relevant personnel using documents attached above.	The appropriate trained personnel conduct risk assessments and adhere to SOP	RSOM	Ongoing day to day.	See Training Matrix Appendix 2 RSM to be training by July 2020 – Housing Health & Safety Compliance Manager to schedule	Estate Services have been adversely impacted by Covid 19, isolation, sickness absences and staff departure.  Currently only one RSOM is available and therefore unable to attend the Level 3 Risk Assessment (Highfield 3 - day course).  Once recruitment is made both RSOMs will be booked onto the next course available in the New Year. Target by end of <b>February 2021</b> .  In the interim, all our risk assessments are reviewed by Corporate Health and Safety.	The RSOMs carrying out these risk assessments have previous training including IOSH.  However, a refresher is needed.  Due to the current staffing situation only one RSOM is available who has requested a Level 3 Risk Assessment (Highfield 3 - day course) in March 2021.  All training through the Training Academy is currently suspended due to Covid 19.  This will be done for all Estate Services managers	
	Training and Knowledge	2B	Training around hazardous waste (asbestos, chemicals, sharps) not linked to any clear risk assessment or SOP	<ol style="list-style-type: none"> <li>Asbestos Awareness accredited training completed November 2019 for Estate Services, extended to relevant Housing staff attached below for content of training received.</li> <li>Any staff absent for above to be trained by end of March 2020</li> <li>COSSH training undertaken February 2018</li> </ol>	All staff current and new have asbestos training or planned	<ol style="list-style-type: none"> <li>RSOM/RSOM</li> <li>Housing Health &amp; Safety Compliance Manager</li> </ol>	<p>November 2019</p> <p>March 2020</p>	<p>Training review as per Training Matrix frequency Appendix 2.</p> <p>Housing Health &amp; Safety Compliance Manager to schedule Feb 2021</p>	<p>Those staff not available to take training in <b>November 2019</b> due to long term illness or pre-booked leave undertook the training in <b>February 2020</b>.</p> <p>Details of two members of staff who were on long term sick or on secondment have been passed onto the H&amp;S Compliance Manager to book with the next batch of asbestos awareness training.</p> <p>All remaining staff will be due for retraining in <b>2021</b></p>	<p>We still have some staff shielding due to Covid 19 but upon their return the few staff that have not yet had the training will be book in by the H&amp;S Compliance Manager.</p> <p>Individual training is difficult to arrange so groups of staff need to be booked.</p> <p>The vast majority of Estate Services staff have had this crucial training</p> <p>This will be done for all remaining Estate Services Staff.</p> <p>This is an ongoing process</p>	
		2C	Training not specific to the task and staff involved	Accredited training delivered November 2019 is bespoke training for Estate Services, extended to relevant Housing staff.	Accredited bespoke training for Estate Services Team delivered by sufficiently qualified instructor	Housing Health & Safety Compliance Manager to lead on ensuring accreditation is suitable.	Completed	See training matrix Appendix 2.	Training needs have been identified and programmed as per Matrix.	<p>The importance of training is a facet of the Lessons Learned that has surfaced as a result of this process.</p> <p>The training matrix is updated and kept stored on SharePoint.</p> <p>This is an ongoing process</p>	
		2D	Refresher training frequency inconsistent and does not take into account any changes to the risk assessment or SOP	Estate Services team to review due dates for refresher training (if any) to coincide with review dates of SOP and risks identified from day to day operations and risk assessment. See 1G above.	All Estate Services staff to have certification of up to date training coinciding with legal/best practice with review dates	RSM/RSOM	September 2020	Review training requirements at 1:1 meetings and appraisals. Alert changes to procedures and processes at caretaker team meetings.	Training requirements are tailored to meet the tasks. Specialist training such as asbestos awareness is now programmed in and will be carried out on due dates. Any refresher training made available via the Training Academy will also be availed	<p>All training is tailored to meet the tasks that are carried out. Any enhancements are taken on board and offered to staff on top of the mandatory asbestos awareness training.</p> <p>This is an ongoing process</p>	

		2E	Confusion over competence and procurement of trainers to carry out identified training	<p>1. This action is resolved as discussion had at senior management level, no further action necessary. Competency of training evidenced in below attachment.</p> <p>All training delivery options to be considered with regards to value for money and the bespoke requirements of Estate Services.</p>	All training to be delivered by competent qualified trainers who have been assessed via the Harrow procurement process.	1.HOS  RSOM/ RSM	Completed  Ongoing	As and when  Ongoing with guidance from the Housing Health & Safety Compliance Manager	As a front line service, Estate Services will always be keen to provide appropriate and bespoke training to all its staff not only on H&S basis but for individual development too.	<p>Now that training is up to date, we will continue with bespoke asbestos awareness training for staff.</p> <p>However, we are committed to using the Training Academy more and more for our training needs.</p> <p>This is an ongoing process</p>
		2F	No copies of training content carried out in 2018 held by the service	<p>No copies of Asbestos Awareness training conducted in <b>2018</b> could be located by any staff in Estate Services.</p> <p>However: New training undertaken November 2019, Details attached above.</p> <p><b>IATP General Asbestos Awareness Course in accordance with Regulation 10 of the Control of Asbestos Regulations 2012 and supporting ACoP L143 'Managing and working with asbestos'</b></p> <p>Will be filed on Sharepoint giving access to relevant Resident Services staff.</p>	<p>Audit trail of training undertaken by Estate Services staff to be stored on SharePoint</p> <p>Hard copies to staff where appropriate.</p>	RSM/ RSOM	January 2020	<p>The H&amp;S Compliance Officer will ensure the training provider is accredited to the relevant standard.</p> <p>All staff has received training completion certificates.</p>	All training undertaken since November 2019 has been recorded and certificates loaded onto Sharepoint for ready reference,	All training records including the matrix are stored on SharePoint including copies of staff certification
		2G	No process in place to train staff that are new to the service and not been party to formal training / refresher training	<p>Induction form for Estate Services staff to be created incorporating corporate induction to the council. Induction to be recorded and conducted in a timely manner.</p>	All new staff to receive a full induction to the council and the service, signed off by employee and manager.	RSOM	6 February 2020	<p>Induction Packs now include all Health &amp; Safety procedures and a checklist for staff and managers to sign to confirm training has taken place until a formal course is available.</p> <p>Caretakers will work with a buddy until the training is complete.</p>	<p>We have introduced an induction pack that will be provided to new recruits.</p> <p>They will also work alongside "buddies" until adequate training can be provided.</p> <p>We are trying, where possible, to temporary/recruit agency staff who already have some formal training.</p> <p>The Senior Caretakers are on hand to oversee good practice and the RSOM will also be carrying out adhoc spot checks as part of the process.</p>	<p>All current permanent and long-term agency staff have received training.</p> <p>The only exceptions are the Shielders since Covid and once they all return, they too will be required to take the training.</p> <p>All recent short-term agency staff are now required to have had previous H&amp;S training as part of their temporary recruitment.</p> <p>This is an ongoing process</p>
		2H	No clear training matrix to ensure that all relevant staff receive necessary up to date training and refresher training	<p>Estate Services to update (if not already) existing training matrix of all training indicating when training has taken place and what training is due and when.</p>	Transparent training matrix to include training records of the whole team.	RSOM	January 2020	Training Matrix is updated & available on SharePoint	The training matrix is monitored for due dates and relevant training requirements.	The update training matrix is stored on SharePoint
		2I	No toolbox talks in place to keep staff updated or aware of requirements or changes to procedures, or to reinforce training	<p>Tool box talks do take place. It is preferred to update staff with changes to procedures at Estate Services team meetings where health and safety is a standard agenda item.</p> <p>Tool box talks are more directed at fire alarm testing, time clock adjustments, working at heights and relevant subjects to the role of the caretaker.</p> <p>Estate Service to direct tool box talks, where applicable, in line with link below provided by HSE: <a href="https://www.hse.gov.uk/toolbox/index.htm">https://www.hse.gov.uk/toolbox/index.htm</a></p>	<p>Documented evidence of updates, changes to procedures, refresher training communicated to the team.</p> <p>Absent team members to be noted and followed up with them on return.</p>	RSM	Ongoing	This is a standard agenda item at each team meeting.	<p>The training matrix and team meetings help to identify training needs. We aim to use the Training Academy even more so that course are tailored for this service.</p> <p>Manual Handling, Working at Height include two of the tasks that we rely on the Training Academy to provide training.</p> <p>All training is mandatory and Senior Caretakers and RSOMs must also attend to oversee and encourage participation.</p>	<p>All training is up to date, but we need to ensure that it is maintained.</p> <p>This is an ongoing process</p>

3		3A	No formal system in place to assess any waste prior to removal/instructions to remove any hazardous waste	Discussion held with Environment colleagues including Richard Lebrun. It is impractical for Loader Operatives and caretakers to open fly tipped bags.  NB: Risk assessment arrangement says: Risk assessment should only identify what you could reasonably be expected to know -not expected to anticipate unforeseeable risks	All Estate Service team are aware of Duty of Care Transfer Note content, SOP and internal flowchart agreed between AM and Estate Services. Also risk of opening unidentified content of bags.  Reference: Risk Assessment Arrangement doc.(01/04/2019)	RSM/  RSOM	January 2020	Complete as risk eliminated	This has been completed and additionally the SOP too has been placed in each van.  The new handbook will also have a copy of the Licence incorporated for referral.  The handbook has been ordered awaiting printing <b>W/C 16 November 2020</b>	The RAs have now been collated together in the handbook that will be distributed.  This augments the asbestos awareness training and ongoing monitoring by the Senior Caretakers and the RSOMs  This is an ongoing process
	Operational Delivery	3B	Not clear what waste licences are in place to allow caretakers to collect and remove waste	Duty of Care Transfer (license no. CBDV29648 Mixed Municipal waste) includes Housing Estate Services effective from 1 November 2019 to 31 March 2020.   Duty of Care Waste Transfer Note Oct 20	Ongoing valid license	RSM	Done	New license signed for 01/04/2020-31/03/2021.  See Appendix 3	This has been completed and additionally the SOP too has been placed in each van.  The new handbook will also have a copy of the Licence incorporated for referral.  The handbook has been ordered awaiting printing <b>W/C 16 November 2020</b>	The practice of keeping updated copies of the licence on vans will continue. A copy is stored on SharePoint  This is an ongoing process
		3C	Waste Transfer Note not incorporated into the work carried out by caretakers	It is as indicated in 3B above. Consider laminating transfer note to store copies in caretaker vans.	Ongoing valid license content communicated to whole team	RSM	Done	New license signed for 01/04/2020 – 31/03/2021. Will be laminated and displayed in vehicles. Delayed due to Covid-19	This has been completed and additionally the SOP too has been placed in each van.  The new handbook will also have a copy of the Licence incorporated for referral.  The handbook has been ordered awaiting printing <b>W/C 16 November 2020</b>	The practice of keeping updated copies of the licence on vans will continue. A copy is stored on SharePoint  This is an ongoing process
		3D	Staff do not differentiate between commercial and domestic waste	If waste are in bags that are tied, 3A above applies Discussion held with Environment colleagues including Richard Lebrun. It is impractical for Loader Operatives and caretakers to open fly tipped bags.  All caretakers are trained and made aware what to do if faced with difference of waste.	Where an obvious difference in waste can be determined the appropriate disposal process is applied	RSOM with Caretakers	Done	No further action Complete	The Senior Caretakers are on hand should caretakers come across any cause of concern.  We expect to find household bulk such as mattresses, furniture white goods and small electrical appliances that are disposed of as required at the Depot. Decisions on other fly tips are referred to the RSOMs to assess and decide.	Any doubt on the materials found on the estate are referred to the Senior Caretakers and then to the RSOMs for a final decision if necessary.  This is an ongoing process
		3E	No process for what action to take if staff become contaminated or affected by hazardous waste	Local instructions and process to caretakers required to ensure caretakers are fully aware in writing of process to shower, bag up clothing/dispose of clothing. HSE guidance link below <a href="http://www.hse.gov.uk/pubns/guidance/em_8.pdf">http://www.hse.gov.uk/pubns/guidance/em_8.pdf</a> Estate Team to speak to environment colleagues to ensure process has a common approach.	Personal decontamination process bespoke to Estate Services	RSM	February 2020	Complete. Asbestos Decontamination Procedure in place. Appendix 1	The revised SOP and Risk Assessment have incorporated the decontamination procedure.  The risk assessments were further updated in <b>June 2020 and gain on 14 November 2020.</b>	The decontamination procedure has been included as part of the RAs.  This is updated along with all RAs  This is an ongoing process

**22 Issues**

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## Appendix 1

1. Asbestos Decontamination Procedure



Asbestos  
Decontamination Proc

2. Work Instruction Rubbish Disposal and Collection with Sharps



28 01 20 Example  
Work Instruction Rub

3. Drug & Sex Paraphernalia



RA Estate Services  
DRUGS or SEX RA20

4. Encountering Asbestos



Estate Services  
ENCOUNTERING ASB

## Appendix 2

1. Caretaker Controlled Document Log



List of Housing  
Caretakers Controlle

2. Bush or Plant Pruning Risk Assessment



Estate Services  
BUSH PLANT RA 202

3. Bulk Removal Risk Assessment



Estate Services BULK  
RA 2020.pdf

4. Communal Lighting Risk Assessment



Estate Services  
COMMUNAL LIGHTIN

5. Out of Hours Risk Assessment



Estate Services  
AFTER HOURS RA20

6. Bin Rotation Risk Assessment



Estate Services BIN  
ROTATION RA 2020.

7. Communal Sweeping Risk Assessment



Estate Services  
COMMUNAL SWEEPIN

8. Community Halls Risk Assessment



Estate Services  
COMMUNITY HALLSR

9. Grit/Salt Risk Assessment



Estate Services GRIT  
SALT RA 2020.pdf

10. Graffiti Removal Risk Assessment



Estate Services  
GRAFFITI REMOVAL

11. Litter Picking Risk Assessment



Estate Services  
LITTER PICKING RA 2

12. Working at Height Risk Assessment



Estate Services  
Working at Height RA

13. Pushing and Pulling of Loads Checklist



Generic Pushing  
Pulling MH Checklist 2

14. Corporate Lone Working Policy



Lone\_and\_Remote\_  
Working\_21st\_March

15. JSA Lightbulb Changing



JSA Lightbulb  
changing update 28 0

16. Induction Checklist



Induction\_checklist\_  
2020.pdf

17. Staff Training Matrix



Training Matrix  
2019.pdf

## Appendix 3

1. Housing Waste License 1<sup>st</sup> April 2020 – 31<sup>st</sup> March 2021



Waste License  
01042020 – 3103202