<table>
<thead>
<tr>
<th>Contents</th>
</tr>
</thead>
<tbody>
<tr>
<td>3  Overview</td>
</tr>
<tr>
<td>7  Review of performance 2012-13</td>
</tr>
<tr>
<td>10 Occupational health &amp; wellbeing</td>
</tr>
<tr>
<td>11 Occupational health and safety management system &amp; risk</td>
</tr>
<tr>
<td>13 Governance</td>
</tr>
<tr>
<td>10 Recognising excellence and achievements</td>
</tr>
</tbody>
</table>
Overview

Welsh Water is the sixth largest of the twenty three regulated water companies in England and Wales. Responsible for providing over three million people with a continuous, high quality supply of drinking water and for taking away, treating and properly disposing of the wastewater that is produced, we are fully committed to delivering best quality service at least possible cost. These essential public health and customer services (and the ancillary activities that support them) are delivered by over 4,500 people who work either for Welsh Water or for one of the Company’s outsourced service partners.

Ensuring the occupational health and safety (‘OHS’) of all our employees and the health and safety of members of the public is always a top priority and a big responsibility. We operate 81 reservoirs, 105 water treatment works and supply over 800 million litres of water every day through a network of 27,000km of water mains, including 532 pumping stations and 715 service reservoirs. We also collect waste water (including surface water and highway drainage) through a network of over 18,000km of sewers, incorporating nearly 2,000 sewage pumping stations and over 3,000 combined sewer overflows. It is treated at over 800 wastewater treatment works located next to rivers and along the coast of Wales. We are operating, maintaining and upgrading these assets on a daily basis.

The financial year ended 31 March 2013 (2012-13) was a period of review and development of our health and safety management systems and processes. It was the third year of the regulatory period (‘AMP5’) and during this year the business grew slightly as we increased the amount of operational activities carried out ‘in-house’ and delivered many capital improvement projects during the year. In 2009-10, only 220 people were directly employed by Welsh Water, but following all the changes Welsh Water now has over 2,200 employees.

Where the nature of business activities has changed or we have taken on additional responsibilities (such as our new laboratories, private sewers), we have assessed the health and safety impacts to ensure that the risks associated with these changes were effectively managed.

Safety performance
In 2012-13 we continued to see improvements in our safety performance.

The number of reportable injuries overall fell by 17% compared to 2011-12. The Reportable Incident Rate for 2012-13 (including reportable injuries, diseases and dangerous occurrences per 100,000 employees) and the Non-Reportable Injury Rate were both lower than last year. The number of working days lost due to injuries significantly reduced during the year, which could be seen as an indication that the severity of the injuries has reduced. We have also continued to make further improvements in the number of near misses reported (up by 89%) and have continued to capture Unsafe Acts and Conditions – with nearly 13,000 learning opportunities identified by Welsh Water and our Partners during the year.

Our safety performance has continued to improve while we have increased the average number of employees and contractors working for us by 16% during the year, with a 25% increase in hours worked compared to the previous year. However, we cannot be complacent and will continue to ensure that near misses, unsafe acts and unsafe conditions are identified and addressed, to prevent injuries.

We have continued to actively encourage our wider supply chain to report injuries and incidents so that we can prevent future events. Last year there were 8 RIDDOR injuries reported from these contractors that were not previously included in the scope of our reporting processes.

We are now capturing these incidents within our reporting systems and included these contractors in our performance targets for 2012-13. This has enabled us to widen the scope of our improvements and we have held workshops and forums with selected contractors during the year to share our health and safety aspirations (our ‘Journey to Zero’) and to enable them to learn from each other and improve their health and safety management systems as a result.

Health performance
We have continued to work closely with our Occupational Health service provider to monitor and improve employee health and wellbeing during the year. Working alongside Human Resources, this service has enabled managers to rapidly obtain information and support to effectively manage ill health and continue to reduce the number of long term sickness absence cases during the year.

A second programme of targeted occupational health surveillance for Welsh Water employees was conducted during the year. The assessments were well attended with 988 operational employees being screened. Following these assessments 146 employees were referred to the Chief Medical Officer for further advice. This is fewer than last year and has enabled us to effectively support employees and to identify and manage potential health risks before they become ill health absence issues.
The Human Resources and Health and Safety teams have also worked together during the year to improve our absence management and monitoring systems. This resulted in the launch of DiAL in April 2012 – a new phone line to record all absences. We monitored this during the year and actively encouraged all managers to effectively manage absence and address employee ill health risks.

We have seen a reduction in working days lost due to illness during the year. This is an area we will continue to focus on for the coming year with both our own employees and our contract partners.

**Our proactive approach to managing OHS**

To maintain the focus on improving our occupational health and safety performance, we have continued to develop and deliver our occupational health and safety strategy and report back to the Quality and Environment Committee of the Board (QEC) on progress. The strategy provides a clear framework for how we will achieve our vision to be the best (our ‘Journey to Zero’) and aims to ensure that good occupational health and safety practice is embedded across the business.

The last review of this strategy was held with QEC in December 2012 and we were able to demonstrate good improvements against all the identified areas for focus. Specific highlights during the year have been:

**Pristine Condition Bespoke Manual Handling Training** – we now have trained nearly 2,000 employees including office based teams in the principles and techniques of ergonomic handling best practice linked to their roles. We have also established 113 Traca Coaches to monitor and reinforce this and will be monitoring our progress to embed this during 2013.

**Progression in Role** – we have worked closely with our Talent Development team during the year to clearly identify the different Health and Safety competencies required for all business roles. During 2013 all employees will be assessed against these and they will be used to set personal development plans and ensure we have identified and filed competence needs.

**2012 H&S Conference and Awards** – again this event was attended by nearly 300 employees and contractors and allowed people to showcase best practice and share new ideas. The drama based learning used in the event is a technique that several partners have since adopted into their safety awareness events.

**Safety Communications and Awareness** – for the second year in a row, the health and safety scores were the highest of all areas in our annual employee engagement survey. 95% of all our employees were clear what was expected of them with regard to health and safety and 91% believed that health and safety is taken seriously. Delivery of an annual programme of monthly toolbox talks and quarterly safety days kept the focus high and employees actively engaged in making improvements. We will continue to educate and support our employees to ensure that they are thinking safety first.

**Working with our partners** – we have continued to work closely with our partners during the year. In addition to holding quarterly health and safety forums with our main operational and capital partners we have been engaging with our wider supply chain and holding workshops to share our aspirations and their best practices with their peers.

**Our behavioural safety challenge**

In previous annual health and safety reports we have highlighted that we believe that we experience too many avoidable injuries. We recognise the importance of human factors as contributors to incidents and have continued to focus on improving our business culture and staff behaviour.

The avoidable incidents that we experience include slips, trips and falls on the same level, or by handling, lifting and carrying - incidents that should not happen if safe working practice and company procedure is followed and reasonable precaution is taken in adverse weather conditions. These injuries are not good for employee health and well being and also affect the operating efficiency of the business. The proportion of these incidents during 2012-13 was 26% for slips, trips and falls and 26% for handling, lifting or carrying. Working days lost due to back injuries (often related to manual handling activities) were 6.2% of all days lost.

We are determined to improve this further and ensure that employees remain fit for work and we have also signed up to the Department of Health Public Health Responsibility Deal and pledged to support those employees with chronic conditions to remain well and in work.

Alongside the Pristine Condition training, we have been reviewing our risk assessments against the work activities within different teams. Human Resources have also commenced a project to effectively map employee fitness requirements against individual roles so that we can better assess employees’ abilities when they are referred to occupational health with musculoskeletal (and other) illnesses and disorders.
We continue to place great emphasis on monitoring contract partner performance and oversight of procedures that promote and share good practice across the wider Welsh Water business. This is reflected in the following Occupational Health and Safety Report, which covers the performance of Welsh Water and its outsourced service providers during 2012-13. The report includes the performance of 20 main contractor organisations along with data from our wider contractor base.

Our aim is not to detract from the legal responsibility of each outsourced service partner to have its own governance arrangements and to manage and monitor its own occupational health and safety performance and obligations. However, we do encourage continuous improvement in the performance of all partners via a business support team comprising OHS specialists that meets quarterly. Through this arrangement we share information right across the business, issue safety-alerts and generally oversee the management of OHS to a consistently high standard across all activities undertaken by or on behalf of Welsh Water. We also have a system of cross partner audits which was positively commented during the HSE audit outlined below.

Health and Safety Executive (HSE) Management System Audit
During 2012 the Health and Safety Executive (HSE) conducted an extensive proactive intervention (audit) with Welsh Water. This looked at how the company manages health and safety as a new insourced organisation. The result was largely positive with significant commendations for our management of contractors’ processes.

Governance of OHS
In January 2012, Welsh Water’s occupational health and safety management system retained certification to the internationally recognised OHSAS 18001:2007 standard, after successfully passing the required independent audits (conducted by SGS UK Ltd), with no major non conformances. During the last 12 months the scope of this certification has been extended to include the Transport, ECARE and Water Distribution functions.

OHS performance is detailed in a monthly performance report which is reviewed at each meeting of the Board and QEC. QEC also reviews and, when appropriate, briefs the Board on significant incidents and near-miss reports and matters arising from the regular updates QEC receives on key OHS issues, developments and legislation. Under our management system each tier of OHS management (e.g. the Board, executive directors, and steering groups and consultative committees) has a defined responsibility to encourage a positive culture in the business. We continue to use the Institute of Directors and HSE ‘Leading Health & Safety at Work’ guidance as a benchmark for Board involvement in this key area.

There were some areas for improvement identified from this audit and we developed an action plan that we have been monitoring throughout the year. Specifically we have developed a new asbestos management plan and record system to ensure that we had a robust audit trail of all work activity.

Priorities for 2013-14
The priorities for the next year are to continue to manage and monitor our health and safety risks, and maintain our health and safety management system accreditation; while delivering further business improvements.

We will continue to develop and deliver a range of health and safety improvement projects focussing on occupational health and wellbeing, health and safety awareness and partner and supply chain performance.

We will work with the HSE as our regulator and ensure all improvements introduced following the 2012 audit of our management system are effectively embedded within the business.

We will also review and develop our Process Safety Performance Indicators (PSPIs) with the HSE as part of their May 2013 audit of our COMAH site.

We want to encourage managers and employees to have more safety conversations. To drive this we need visible leadership and a just culture, with greater senior manager involvement in accident investigation, increased communication on risk assessment and targeted training for managers and employees to heighten personal safety awareness. 42 of our senior managers and the Executive team have participated in a safety culture training programme and have objectives during 2013 to conduct quarterly safety tours and report back on their conversations.

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Conclusion
Our safety performance has continued to improve during 2012-13 and we have effectively managed our OHS to protect the health and well being of the people who work to deliver services to Welsh Water’s customers. We have kept the focus on improving our performance while widening the scope of our monitoring and accommodating an increased workforce and levels of work activity. It has been particularly encouraging to see a significant increase in ‘leading indicators’ such as ‘unsafe act’ and ‘unsafe conditions’ reporting, as well as a reduction in the number and severity of injuries. We are committed to delivering our health and safety strategy, learning from others and proactively working with the Health and Safety Executive and other regulators and the wider water industry.
Our challenge next year is to further embed our plans to improve behavioural safety and reduce the number of incidents relating to slips and lifting activities. We maintain our belief that everyone has the right to return home safely at the end of every day and strive to improve their health and wellbeing of all our employees and partners.

Peter Perry
Executive Director, Operations
Review of performance 2012-13

This report details the occupational health and safety performance of Welsh Water, its contract partners and their main subcontractors in the twelve month period that ended on 31 March 2013.

The report covers the following activities:
- Asset Operation and Maintenance (all reservoirs, sewage/water treatment works and pumping stations, water and sewerage network systems including; mechanical/electrical/instrumentation work/CCTV surveys);
- Asset Investment (ownership/design/construction/refurbishment);
- Sampling and Laboratory Services (water and sewage);
- Customer Services (including billing and income, credit management, call centre management and meter reading);
- Meter Installations; and
- Provision and Maintenance of IT Systems.

2012-13 was a year of consolidation following a period of change during which our occupational health and safety performance began to improve again, as is shown in the table below. During 2011-12 we identified several contractor RIDDOR incidents that had not been previously included in our performance metrics. We have now widened our monitoring systems and incorporated these contractors into our performance targets. Monitoring these companies during 2012 led to a reduction in the number of reportable injuries (down from 29 to 24).

There was a small rise in the overall number of minor injuries, however, the average number of employees and hours worked increased by 16% and 25% respectively, during the year. In addition, these numbers do not take account of the hours worked by the many smaller companies who work for Welsh Water, while the performance data does include all incidents reported by them while working our activities.

The RIDDOR Incident Rate (RIR) (per 100,000 employees) for 2012-13 was 643 and the Accident Incident Rate (AIR) for all non-reportable injuries was 6,477. Both of these are improvements on the previous year.

The rate of working days lost per injury per employee is lower than last year. This was adversely affected by a number of longer term contractor absences during 2011-12 following injuries involving broken bones.

### Incident Category 2012-13 2011-12 2010-11 2009-10 2008-09 2007-08

<table>
<thead>
<tr>
<th>Incident Category</th>
<th>2012-13</th>
<th>2011-12</th>
<th>2010-11</th>
<th>2009-10</th>
<th>2008-09</th>
<th>2007-08</th>
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<tbody>
<tr>
<td>Reportable injuries</td>
<td>24</td>
<td>29</td>
<td>24</td>
<td>39</td>
<td>34</td>
<td>35</td>
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<tr>
<td>Non-reportable injuries</td>
<td>292</td>
<td>261</td>
<td>277</td>
<td>353</td>
<td>384</td>
<td>374</td>
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<tr>
<td>Dangerous occurrence</td>
<td>4</td>
<td>4</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>4</td>
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<tr>
<td>Near misses</td>
<td>2,224</td>
<td>1,174</td>
<td>259</td>
<td>678</td>
<td>761</td>
<td>537</td>
</tr>
<tr>
<td>Reportable diseases</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Enforcement action</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Days lost due to injury*</td>
<td>727</td>
<td>1,822</td>
<td>1,502</td>
<td>1,459</td>
<td>799</td>
<td>827</td>
</tr>
<tr>
<td>Days lost due to illness†</td>
<td>29,051</td>
<td>26,355</td>
<td>21,870</td>
<td>23,457</td>
<td>23,281</td>
<td>25,941</td>
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<tr>
<td>Average no. employees (FTE)</td>
<td>4,508</td>
<td>3,878</td>
<td>3,938</td>
<td>4,843</td>
<td>4,869</td>
<td>4,425</td>
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<tr>
<td>Total Hours worked this year</td>
<td>8,969,199</td>
<td>7,167,448</td>
<td>7,907,298</td>
<td>9,785,275</td>
<td>9,600,997</td>
<td>8,638,506</td>
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</table>

*Includes all RIDDOR Injuries, Diseases and Dangerous Occurrences

Note: other contractor reports not included in 2011-12 data

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1 Days lost within the year, including any carry-over days from previous year

2 All illness, including workplace related absence
Major injuries

Major injuries are defined in RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995) and are mainly concerned with fractures, dislocations, loss of sight, chemical burns, electrical shock or burn, or loss of consciousness.

In 2012-13, 8 of the 24 reportable injuries were classified as major injuries. 2 of these injuries were to Welsh Water employees and both were slips and trips resulting in broken bones in the foot/ankle. The other 6 major injuries were to contractors working on behalf of Welsh Water. 4 of these injuries were also as a result of slips, trips and falls and resulted in a broken ankle, a broken wrist, a dislocated shoulder and being knocked unconscious. The other two injuries were a broken hand by a contractor who trapped it in their vehicle door and a broken leg when an object fell onto their leg while they were working in a trench. This is the same number as in 2011-12 where 8 Major Injuries were also reported. The remaining 16 reportable injuries during 2012-13 were lost time injuries exceeding seven days as per RIDDOR.

Dangerous occurrences

There were four dangerous occurrences recorded during 2012-13. No-one was injured as a result of these incidents. Three of the incidents were associated with the use of pump lifting chain blocks and davits. Increased operational focus is being taken to inspect these items before use and a review has been held with the statutory inspection provider to ensure that these issues are subject to additional scrutiny.
The fourth incident involved a contract partners' vehicle that struck an overhead cable while offloading at a third party tip site in the dark. In all cases thorough investigations were carried out to determine root causes and safety alerts were shared across the organisation and our partners to share learning.

**Near miss reporting**

We have previously focussed on encouraging employees and partners to report near misses and have defined them as ‘an event or incident that had the potential to cause harm, without actually doing so’. Near misses are investigated by managers and the resulting information is used to notify others of potential risks and to revise safe working processes and procedures. During 2012-13, 2,224 near misses were reported. This is significantly more than the previous year (1,174). We have continued to emphasise the use of the near miss reporting hotline by employees and contractors. We have also strengthened this by ensuring that unsafe acts and unsafe conditions are also identified and actions are taken to prevent injuries. As a result 10,951 unsafe acts and conditions were also reported during the year, (more than double the number reported in the previous year).

**Reportable diseases**

There was 1 incident of reportable disease recorded in 2012-13. This was a Hand Arm Vibration report for a Waste Water Fitter. It was identified as part of the employee health surveillance programme.

**Enforcement actions**

There were no enforcement actions taken against Welsh Water during 2012-13.

**HSE Proactive Intervention**

The HSE conducted a proactive intervention on Welsh Water in April 2012. This was aimed at reviewing the new Health and Safety Management System and arrangements. The findings were largely positive, particularly in relation to our management of contractors’ processes. We identified some areas of improvement, primarily linked to our asbestos management plan and worked to make further changes over the year, including developing a new management plan and launching a new recording system. A number of HSE proactive inspections were also carried out on construction sites during the year – with no adverse findings reported.

**Monitoring days lost due to Illness**

Welsh Water has historically recorded ill health absence with particular reference to seven specific risk areas: repetitive strain injury related absences, back related injuries, other muscular skeletal disorder related absences, HAVS (Hand Arm Vibration Syndrome) related absences, gastro intestinal infections, stress related absences and non-work related upper respiratory infection absences.

This was in line with the areas defined as part of the Water UK Clearwater 2010 programme, which was established in 2000. Clearwater 2010 was supported by all of the UK’s water companies to improve the occupational health of the 240,000 direct and indirect workers in the water industry. It was designed to demonstrate that water companies are responsible employers through a ten year commitment to improving industry performance against seven monitored risks, five of which are specifically work related. It also formed the basis of the occupational health measures that were reported in the Ofwat annual returns.

In 2012-13, 29,051 days were lost as a result of illness amongst the 4,508 Welsh Water and Partner employees giving an average days lost per employee of 6.44. This is an improvement on 2011-12 where the average days lost per employee was 6.80. However, this is an area we need to continue to focus on during the next year to ensure we are effectively managing absence and supporting employees and contractors to return to health and work.

**Conclusion - performance data and future challenges**

The performance detailed in this report shows that Welsh Water has shown improved performance in many areas over the year. However, there is more work to do to improve our focus on ill health and sickness absence management.

Our goal for 2013-14 is to continue this improving trend and, in particular, to drive down the number of avoidable incidents where human factors are significant contributory factors. Safety culture and human factors will continue to be a significant theme within our Annual Health and Safety Conference and improvement activities for 2013.
The aim of the service is to:

- Implement comprehensive occupational health programmes that, as a minimum, meet the requirements of appropriate legislation and recognised best practice.

- Increase awareness of all employees in general health issues, which in turn will encourage employees to make informed choices about their lifestyles and working practices.

- Emphasise the fact that Welsh Water care about its employees’ health, safety and welfare.

- Assist Welsh Water in helping employees return to work following illness, accidents or general sickness absence. Ensuring that employees are fit for role.

Welsh Water receives no confidential information from HML in respect of individuals - unless as the employer we are requested to make adjustments in the workplace to accommodate the circumstances of an individual member of staff, and then only where the individual expressly consents.

Monthly reports are produced by HML and reviews are held with them to identify trends and ensure that good support services are in place.

198 employees were referred to HML during the financial year. The majority of the referrals were for either musculoskeletal disorders or mental health issues (38% and 22% of closed cases respectively).

A programme of operational health surveillance was completed during 2012-13. 12 mobile clinics were held across Wales and the assessments were well attended with 83% (988) of the intended population of operational employees being screened. 8% of these assessments required follow up, either as re-assessment, referral to GP or in the case of 146 cases, referral to the Chief Medical Officer for further advice.

This is fewer than last year (160) and has enabled us to effectively support employees and to identify and manage potential health risks before they become ill health absence issues.

As part of our commitment to improving occupational health and safety within Welsh Water we have utilised the services of Health Management Limited (HML) during 2012-13 to provide proactive and comprehensive Occupational Health (OH) services to all our employees.

The service will continue to support managers and employees during 2013 in the identification of health risks arising from work activities and issues that affect well-being and performance at work. It will provide confidential and objective occupational health advice to allow the business to make timely and effective interventions to both support employees and enable managers to manage risks and reduce sickness absence.

In addition the Company has a Employee Assistance Programme (EAP) that is available to all employees and their families. As well as providing information it includes free access to counselling sessions to support individuals to effectively manage their mental health and wellbeing.

Welsh Water service partners have their own arrangements for Occupational Health service provisions - based on the assessment of occupational risk by each employer. Activities include: risk based health surveillance, health promotion activities - such as skin cancer, well man and well woman campaigns, and employee assistance programmes.
Occupational health and safety (OHS) management system and risk

**OHSAS 18001:2007**

Occupational health and safety assessment Series 18001:2007 (OHSAS) is the assessment specification for the Welsh Water occupational health & safety management system. It is designed to consistently identify and control health and safety hazard and risk, reduce the potential for accidents, aid legislative compliance and improve our overall performance. As with ISO 9000 and ISO 14001, the OHSAS 18001 system uses a cycle of plan, do, check, review and improve as illustrated below.

The following key areas are addressed by OHSAS 18001:
- Planning for hazard identification, risk assessment and risk control OHSAS management programme Structure and responsibility
- Training, awareness and competence
- Consultation and communication
- Operational control
- Emergency preparedness and response
- Performance measuring, monitoring and improvement

This certification process, and subsequent regular compliance audits to maintain the certification, will ensure that we continue to take effective measures and implement the necessary rigorous controls to identify and manage the health and safety risks associated with our business activities. SGS UK is our independent assessment and accreditation organisation that undertakes the annual audit programme.

OHSAS 18001 is based on establishing and maintaining a formal occupational health and safety management system to ensure a structured, systematic approach to occupational health, safety and risk.

Welsh Water first obtained the OHSAS 18001:1999 standard in 2007-08, and in February 2009 we satisfied the requirements of the external awarding and accreditation body and were awarded the OHSAS 18001:2007 international health and safety management systems standard. This underpins the management framework for occupational health and safety used throughout the business. Re-accreditation of the existing system was successfully achieved in January 2012 and the scope was widened during 2012-13 to include our transport, ECARE and water distribution functions alongside the Water, Waste Water and Offices already included.
How we manage OHS risk
Underpinning our management system is an internet-based tool developed for recording and reporting on injuries, incidents, and illnesses. This system has been operational since April 2008 and is used for performance trend analysis and to track progress on the delivery of health & safety action plans (‘roadmaps’) under the company’s continuous improvement programme. The system was further developed in 2009-10 to record details of the internal (cross partner) audits that are carried out each year and to track completion of actions assigned to named individuals arising from these audits.

All incidents must be immediately reported and investigated by relevant line managers. Partner organisations are required to provide monthly OHS performance data directly into the online system, and illness and absence records are maintained by the HR departments and include a cause of absence code. In this way the collection of incident, injury and illness data is consistently applied across the business.

We have developed and further improved the quality of our internal performance reports over the last year to ensure that meaningful data is presented and areas for improvement are clearly identified. This has involved analysis of employee and main contractor data and the inclusion of other contractors and suppliers.

Promoting good practice
The following illustrates some specific actions taken in 2012-13 to mitigate OHS risk:

Safety days: During the year we held 4 safety days. These focussed on managing contractors, housekeeping and office safety, winter preparations and emergency plans including lone working. Senior managers were involved in leading briefing sessions and many of the Directors participated in events on sites.

Safety alerts and bulletins: many health & safety alerts, bulletins and briefings were issued during the year, covering issues from lifting equipment failures to chemical risks to slips, trips and falls. These are distributed across the business, including contract partner organisations, and are used to highlight areas of potential risk to staff occupational health & safety. Alerts can originate from internal and external sources.

Mobile working: During the last year we worked with Transport and an ergonomic specialist to review the arrangements for mobile working and the new vehicles we are now purchasing for mobile working.

Health and safety policies and procedures: We have reviewed all our procedures during the year. They are now in a simplified consistent format and are held centrally on the Infozone for ease of access by all.

Asbestos management: We have reviewed and updated our asbestos management plans. We have recruited two new internal roles to carry out asbestos condition surveys and monitoring of our assets and have invested in a new asbestos record management system.

Occupational health & safety training
We have continued to develop and deliver a range of bespoke OHS training courses through both face to face and E-learning media during the year. Specific new training initiatives have included:

Progression in Role Matrix – We have mapped out the health and safety competencies required for all business roles and included these as part of the new progression in role process. This enables managers to identify whether all health and safety training is in place and where competencies need to be developed to meet business needs. This is being rolled out during 2013 and all employees will have a completed matrix showing their developmental needs. This will be reviewed by the Talent Development team to ensure that we deliver appropriate training and support to further develop employee competence.

Leadership Team Safety Culture Programme – In the last year we have developed and delivered a bespoke training programme for the Executive and Leadership Team. This programme focussed on human factors and the skills needed to have effective safety leadership conversations. In addition the managers were given an overview of a range of root cause analysis tools to enable them to review and challenge incident investigations. 42 managers completed the 2 day course and all have a personal safety objective for 2013-14 to carry out a minimum of 4 safety tours during the year and to report back on their findings.
Roadmaps and Unit Assessments - continuous improvement action plan programme

In 2011-12, all Welsh Water teams set up a team specific Unit Assessment. This identifies the health and safety risks and management controls that should be in place for that team.

The Unit Assessment covers a 3 year period and is reviewed monthly to ensure that team procedural briefings are delivered and that risk controls are in place. The outcome of monthly reviews is included in health and safety performance reports.

Monitoring performance

Our arrangements to review occupational health and safety performance are described in the Organisational Structure chart.

Welsh Water’s OHSAS 18001 accredited safety management system defines the processes, policies, legal framework and structures that we have established to manage all aspects of our operation. It provides a ‘governance’ framework by setting out the responsibilities for the management of OH&S, and ensuring we remain focused on the accountability of individuals and teams within the business - using both reporting structures and formal management systems to identify and control any operational or other business risks.

Good governance also requires us to have proactive, open and transparent reporting relationships with key stakeholders. In this respect, key stakeholders include the community we serve, Welsh Water’s regulators, supply chain partners and government, as well as all employees across the business.
A high level monthly performance dashboard is produced and shared widely for use on company notice boards. There are also Water and Waste specific reports that are cascaded through line management to support performance monitoring and management locally.

- **Health and Safety Steering Group:**
  Monitoring and review of overall occupational health and safety performance and progress against improvement initiatives is undertaken during bi-monthly meetings involving the Director responsible for health and safety and other selected Directors and senior managers. This group was established in April 2011 and has ensured that business focus is kept on improving health and safety.

- **Main contract partner performance reviews:**
  Monitoring and review of contractor occupational health and safety performance is undertaken during quarterly meetings between Welsh Water’s Health and Safety Improvement Manager and the Health and Safety Managers of our main partner organisations. This group reviews progress against roadmap action plans, together with details of any reactive events such as accidents and incidents. Audit reports are also reviewed and checks made to ensure that any corrective actions have been closed out within agreed timescales. Any lessons learned from this joint process are shared and best practice within the wider business is discussed and, where appropriate, widely disseminated.

- **Welsh Water’s Health and Safety Consultation Forum:** The Trade Union consultation group meets quarterly to review policy and procedure and performance and to consider opportunities for further improvements to our management arrangements. Chaired by the Operations Director, the committee links back to the Welsh Water Health and Safety Steering Group, which approves priorities and, where required, the release of resources.

**Contractor Health and Safety Management**

- **Selection of contractors**
  Before any contractor is appointed to work for Welsh Water a health and safety competent adviser or appointed agent will review a pre-qualification questionnaire completed by the contractor.

- **Setting performance targets**
  At the earliest opportunity following the appointment of main contractors and partners Welsh Water’s Health and Safety Improvement Manager will meet the organisation and agree a ‘roadmap’ action plan. This outlines a range of company specific health and safety improvements and objectives; delivery of which forms part of the contract. Roadmaps are based upon a joint assessment of the occupational health and safety risks, and will include both quantitative and qualitative targets. Roadmap action plans are reviewed and updated on an annual basis.

- **Monitoring performance**
  Performance monitoring will involve both pro-active and re-active monitoring arrangements. This information is discussed at routine review meetings and used to assess whether the pro-active measures are having an impact on reducing the accident/incident rates, and assist with trend analysis.

**Auditing performance**

- **Cross partner audits**
  Under Welsh Water’s programme of cross partner audits, each main partner is periodically audited by two of their peers. In 2012-13, 13 full management system audits were completed across the partners. Cross audits demonstrate conformance with policy and procedures, but this is not the main benefit. Through these audits Welsh Water gains a long term view of the health and safety competence of all its partners and, by allowing health and safety professionals to take on the role of auditor, which gives them an unprecedented view of health and safety procedures and processes in other organisations, there is considerable sharing of good practice and cross fertilisation of ideas.

- **Insurance audit reviews**
  Welsh Water takes pride in its close working relationships with its service partners and has extended this good practice to encompass other service providers, like Mitsui Sumitomo, who provide Employers Liability insurance for the business. This working relationship and programme of insurer audits yield benefits for both parties; Mitsui can review Welsh Water and its service partners and their systems to clearly understand the risk in the business, and Welsh Water benefits from Mitsui’s work with other clients who might have different procedures for minimising losses. A programme of insurer audit visits is proposed by Mitsui each year having regard to Mitsui’s assessment of key risks.
Recognising excellence and achievements

- OHSAS 18001 audit
  Each year, the OHSAS 18001 occupational health and safety management system is subject to audit every six months by the external accreditation body. In addition, Welsh Water has established a programme of internal audits, which are designed to identify any opportunities for improvement.

Reporting our performance
A monthly report is prepared for the executive management team, which is also submitted as a standing agenda item to the Board and the Quality and Environment Committee (QEC). In addition to performance, this report addresses key issues of policy and procedure, training and regulatory engagement and communication. QEC also reviews and endorses the annual occupational health and safety report before it is published at the annual general meeting.

Industry Reporting
Historically the UK’s water companies have been required to submit a report to the industry regulator Ofwat on its health and safety performance – this includes occupational health and safety performance data for core employees and partners – commonly referred to as ‘Table 41’. In addition, Ofwat has previously selected one or more occupational health and safety specific topics on which all companies must report. All performance data submitted to Ofwat is available to the public and can be viewed on their website. From 2012, there was no specific requirement to submit health and safety data to Ofwat.

Health & Safety Conference
In June 2013 Welsh Water will hold its seventh annual health and safety conference. Last year, over 300 individuals, including executive and non-executive directors, senior managers, safety representatives and health and safety specialist from across the business, attended the sixth conference which was sponsored by insurers Mitsui Sumitomo.

This event built on previous conferences, (which launched our ‘Journey to Zero’ strategy – and our ambition of achieving zero reportable injuries), and concentrated on the behavioural aspects of improving occupational health and safety.

Guest speakers explored the importance of getting personally involved and taking action, how contractors and clients need to work together, how to have effective safety conversations and the importance of focussing on the positive. Delegates were also invited to think about their personal leadership and how easy it can be to ‘walk on by’. Guest speakers included: Toby Harding and Rob Porter (May Gurney and Black & Veatch), Chris Moon, MBE and the theatre company Dramanon. The conference also featured an exhibition of Health and Safety Innovation ideas that were voted on by the conference delegates. This event was also our platform to present the 2012 Welsh Water annual awards to recognise OHS Excellence.
Welsh Water was recently recognised by the Swansea and West Wales Occupational Health and Safety Group. We were awarded their Safety Shield for our ‘outstanding safety performance’. This was welcome external recognition for our health and safety performance and improvements over the last year. Our submission was judged by a panel of health and safety professionals which was chaired by a member of the Health and Safety Executive.

A number of our partners have also received external recognition in the last 12 months for their achievement in occupational health and safety.

These include:

- **RoSPA Gold Medal for 7 years consecutive gold awards:** Alun Griffiths (Contractors) Ltd
- **RoSPA Gold Medal for 6 years consecutive gold awards:** Costain
- **RoSPA Gold Medal for 5 years consecutive Gold Awards:** Black and Veatch Limited (Wales teams)
- **RoSPA Gold award:** Peter Duffy
- **RoSPA Silver Award:** Lloyd Morris Electrical

**Excellence awards**

Introduced in 2007, the Welsh Water Occupational Health and Safety Excellence Awards recognise excellent performance in occupational health and safety by Welsh Water and its contract partners. Each year there are three business awards for health and safety excellence – an overall winner, highly commended (runner up) and commended (2nd runner up) – and an award for individuals and teams nominated to recognise an ‘outstanding contribution to health and safety’, and ‘best innovative idea’. These awards are a regular feature of the Welsh Water’s annual Health & Safety Conference.

The Health and Safety Excellence Award winners at our 2012 event were Morgan Sindall. They demonstrated a clear commitment to continuous improvement. The Judges were particularly impressed by the successful engagement of employees in this process, and their innovative approach to utility strike avoidance monitoring.

The Award for Best Innovative Idea was judged by the conference delegates at the event. All entrants displayed their ideas and showed what they had done to further improve their health and safety. The winner on the day was the Dwr Cymru Reservoir Team. The innovative work that the team had done to detect and fix dam leaks had a real impact on public as well as employee safety.

The Outstanding Contribution Award went to a Black and Veatch employee. The Judges were particularly impressed with Tom’s work on asbestos management and his successful engagement with the workforce. They also felt it was important to reward such commitment from a manager leading from the front at such an early age.