

# **The management of health, safety and welfare in Wessex Water**

## Wessex Water aims and values

### Our Mission

"To provide outstanding sustainable water and environmental services"

### Our Aims

We aim to:

- provide customers with excellent affordable services
- protect and improve the environment and contribute to wider society
- be a great place to work in which all employees can work safely and reach their full potential
- deliver the best possible returns to investors.

### Our values

Behaviours	Excellence
We respect and value everyone's contribution and always operate with integrity and openness.	We aspire to excellence in everything we do.
Treating others the way we would like to be treated	Taking pride in everything we do
Respecting and valuing each other's opinions	Taking responsibility and ownership for our actions
Doing everything with integrity, honesty and openness	Striving to always improve our performance and to be the best
Encouraging and empowering everyone to do their best	Seeking innovative ways to do better
Recognising the impact our actions can have on others	Always ensuring a safe working environment for all



Service	Teamwork
Serving customers is at the heart of our business and we always go the extra mile.	We are one team working together to deliver our mission.
Understanding customers' needs and exceeding their expectations	Working with others to achieve shared goals
Making it as easy as possible for customers to deal with us	Appreciating others' points of view
Ensuring customer views are central to all our decisions	Listening to each other
Building customer trust and loyalty	Taking time to give constructive feedback
	Building a culture of mutual trust and support

## Health safety and welfare policy

Wessex Water places the greatest importance upon the health, safety and welfare of its employees and others in the working environment, encouraging a culture that recognises that health and safety is integral to everything we do and is “not an optional extra”.

We are a responsible employer and will observe our moral and lawful duty to ensure, so far as is reasonably practicable, the health, safety and welfare of our employees whilst at work and of those who may be affected by our daily operations and activities.

Our success is based on the following health safety and welfare objectives:

- We will strive to ensure compliance with health and safety legislation, codes of practice and other standards to which the company subscribes
- We will protect all aspects of the health, safety and welfare of employees and others who may be affected by our operations
- We will provide a safe and healthy working environment and safe systems of work to prevent accidents or work related ill-health for staff and others affected by our operations
- We will implement best practices to provide adequate control of risks associated with work activities
- We will ensure that employees are competent, adequately trained and have suitable information and supervision for their tasks
- We will promote a safety culture where employees are;
  - Provided with relevant health and safety information and instruction
  - Consulted on matters affecting their health and safety
  - Empowered to stop work where unsafe conditions or practices arise
- We will provide staff with a comprehensive and accessible occupational health service
- We will promote continual improvement in safety performance, set challenging goals and learn from incidents, near misses and hazard observations
- We will work towards “zero accidents” acknowledging that this does not mean there will not be another accident, but that we aim to work for as long as possible without an injury.

The policy applies to all Wessex Water group employees and all wholly or majority owned UK-based subsidiary companies.

We will review this policy on an annual basis, or more frequently as determined by organisational change, legislation or other significant factors.

The policy is available to all staff through the company intranet Source.



Colin Skellett, Chief Executive

Date: 31 January 2016

## Management standards for health safety and welfare

### Scope

Wessex Water (the company) will use all practicable means to ensure that everyone working on its behalf complies with the provisions of health and safety legislation and company policy. This will be achieved through the provision of adequate resources, comprehensive training, effective communication, targets designed to deliver continuous improvement and the strict enforcement of safety rules.

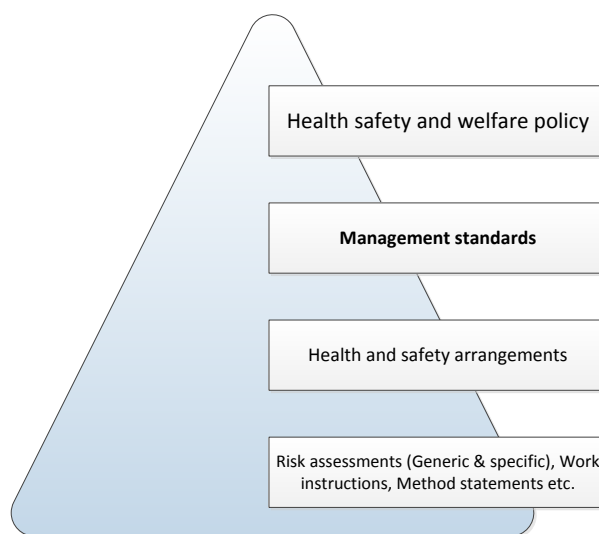


Figure 1: Safety hierarchy in Wessex Water

The following management standards apply to all Wessex Water group employees and all wholly or majority owned UK-based subsidiary companies. The standards are broadly aligned with the [Plan, Do, Check, Act](#) approach outlined in HSG65 third edition published in 2013.

[Plan, Do, Check, Act](#)

### Governance and organising for safety

#### Wessex Water plc Board

The Wessex Water Board will provide leadership and oversight for health safety and welfare, confirm company policy and review performance annually. The director of regulation and customer services is the nominated Wessex Water group director with responsibility for health safety and welfare; however, all directors and general managers will have a shared

responsibility for directing strategy, standards and policy on health safety and welfare in their business areas.

### **Corporate responsibility committee (CRC)**

The Wessex Water corporate responsibility committee, chaired by an Independent Non-Executive Director, will provide health and safety governance as part of its principal purpose to make recommendations to the Board about the Company's corporate and social obligations to its employees and other stakeholders. The committee meets twice a year and will receive updates on performance and changes to health and safety arrangements and best practice.

### **Directors group**

The Directors group will oversee implementation of company policy and the development of our safety culture. The Directors group will make provision for:

- Adequate budgets for health safety and welfare
- Resources for health safety and welfare
- The setting of objectives and targets to drive continual improvement; and
- Ensuring that health safety and welfare is considered as part of organisational changes.

Directors will monitor company performance and receive regular updates including details of accidents and incidents. An annual performance review will be prepared and reviewed.

Individual directorates or business areas will be responsible for setting specific objectives and targets relevant to the hazards faced. These will deliver continual improvement and contribute to the company's overall health safety and welfare objectives. Where specific objectives and targets are developed they shall be regularly monitored and reviewed at management review meetings.

Where appropriate, directors and general managers will assign specific health and safety responsibilities to particular employees for any given workplace, process or group of employees.

### **The health and safety management group**

The health and safety management group (HSMG) will develop and consider all issues concerning the health, safety and welfare for employees within the Wessex Water group of

companies (excluding BWBSL) and those people who may be affected by our activities. HSMG will meet every two months and membership will comprise directors, general and senior managers supported by advisors from the health and safety team and occupational health. The group will:

- Ensure that the Health and Safety at Work Act 1974 and any other relevant legislation are properly implemented within the company
- Review and confirm specific health, safety and welfare arrangements and procedures for the company
- Develop and monitor targets and key performance indicators to ensure continuous improvement
- Monitor performance against a five year health safety and welfare strategy
- Review health safety and welfare arrangements in light of organisational change.

## **Managers**

All managers have a legal duty of care and general responsibility for the health and safety of their employees. They are ultimately responsible and accountable for the implementation of company policy and for compliance with health and safety legislation. In addition they are responsible for ensuring that:

- Employees receive appropriate safety information, training, instruction and supervision to carry out their work in a safe and healthy manner
- Risk assessments are carried out and necessary measures implemented to control risks
- Routine safety inspections are completed of the workplaces under their control and the findings recorded
- Supervisory checks are completed and recorded to satisfy themselves that safety rules are being observed by employees and contractors
- Employees are provided with health surveillance where the nature of the work requires it.

Individual managers are personally accountable for ensuring that their operations are undertaken in a healthy and safe manner. Other duties for managers will be detailed in specific health and safety arrangements.

**[Note:** Within this policy, ‘manager’ refers to those employees whose responsibilities may include line management over other employees, the safety of buildings or plant, or the engagement of contractors to undertake work on behalf of the company.]

### **All employees**

The company expects employees at all levels to set an example of safe behaviour and maintain an interest in health and safety. Employees shall:

- Take reasonable care for their own health and safety at work and that of those who may be affected by their acts or omissions
- Be vigilant at all times to health and safety issues or hazards, and swiftly notify their manager of any health and safety concerns they have
- Co-operate with directors, general managers, the head of health safety and security, safety advisors and their managers to ensure that the company is able to fulfil its health and safety responsibilities.

All employees are authorised by the chief executive to request that any person not complying with safety rules or failing to use safety equipment correctly, either comply or leave the premises, regardless of that person's position or status.

### **Health safety and welfare advice**

The head of health safety and security and business area safety advisors will provide an advisory service to support directors and general managers.

The head of health safety and security will be responsible for auditing the effectiveness of the company in both complying with legal responsibilities and in implementing company policy. This will include safety audits in the workplace. The head of health safety and security will set standards for, and may place constraints upon the purchase of safety equipment for use within the company. The head of health safety and security and safety advisors have the authority of the chief executive to insist that any activity, which they regard as likely to cause injury, ceases until the matter can be referred to and resolved by the relevant manager.

Where appropriate, the company will make arrangements for additional resources relating to the provision of advice and guidance for specialist topics e.g. compliance with the dangerous substances and explosive atmospheres regulations; ergonomists etc.



## **Disciplinary action**

Disciplinary action leading to dismissal will be considered for any employee who disregards this policy and the accompanying arrangements, or any health and safety legislation. Details of the company disciplinary policy are held in the staff handbook and on the company intranet Source.

## **Non-employees**

The company recognises its responsibility towards anyone that, although not directly in its employment, may be affected by its activities and shall ensure that they are not exposed to risks to their health or safety. All contractors working for the company will be expected to adhere to the requirements of company policy and the accompanying arrangements as part of the terms of their contract. Individual Managers are responsible for monitoring the safety performance of contractors working on their premises.

Plan, Do, Check, Act

## **Health and safety strategy**

A five year health safety and welfare strategy will be developed to support asset management plan periods and continue to deliver continuous performance and support our existing health safety and welfare policy and arrangements. Delivery of the strategy will demonstrate and communicate the Board's commitment to managing health, safety and welfare, protect our workforce and anyone who may be affected by our daily operations and drive continuous improvement. The strategy will promote a strong safety culture based around:

- Strong and visible leadership
- Safer working environment
- Delivery of health safety and welfare improvements
- Communication and worker involvement.

## **Risk Profile**

The company will carry out a risk profile to determine the nature and level of threats that are faced by employees in the course of their daily activities. Where significant threats are identified a formal risk assessment will be completed and documented. The risk assessment will identify the likelihood of the threat occurring, the impact (consequence) of the threat, who may be affected and suitable control measures. Details of risk assessments will be available

on the company intranet via Source or Wessex Engineering and Construction Services (WECS) Management Information System (MIS).

### **Arrangements for ensuring health and safety**

The company has drawn up a series of health, safety and welfare arrangements to cover both the scope of its activities and any procedures in place for ensuring compliance with health and safety legislation.

These arrangements can be found in electronic format on the company intranet Source. An overview of these arrangements and a summary of procedures are contained in a separate employee handbook. Amendments to these arrangements will be brought to the attention of employees through team briefs, health and safety notice boards and the company intranet.

### **Consultation**

#### **The Wessex Water health, safety and welfare committee**

The health, safety and welfare committee (HSWC) consists of safety representatives appointed by recognised trade unions, directors, general managers and company advisors including occupational health, the health and safety team and recognised full-time Trade Union officers. The committee seeks to:

- Proactively promote health and safety at work
- Identify health and safety problems and ensure that effective remedial measures are implemented in a timely manner
- Ensure that staff are consulted on any new proposals regarding safety policy, procedures and working practices
- Ensure that staff are consulted on any proposals to introduce significant new technologies or work equipment into the company
- Inform staff of any impending new health and safety legislation, and advise them on the implications that it has for the company.

Health safety and welfare working committees will be established for individual business areas where appropriate and will be chaired by the relevant general manager or nominated senior manager. The working committees will report to the health safety and welfare committee.

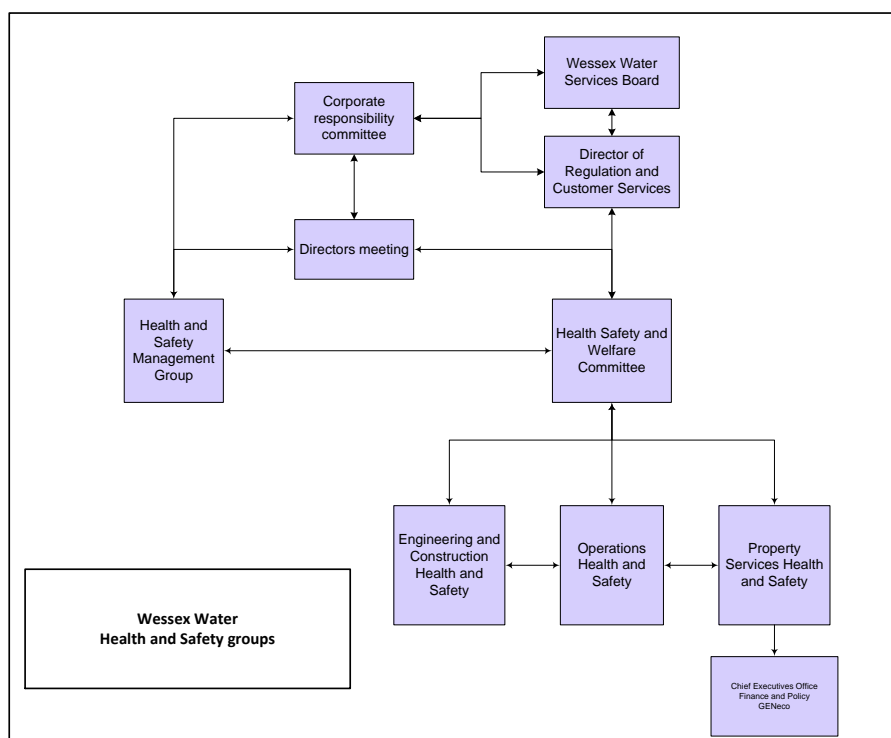


Figure 2: Wessex Water safety groups

### Selection and management of contractors.

The company will:

- Select contractors that share our commitment to managing health safety and welfare in the workplace
- Require contractors to demonstrate sound health and safety management and performance
- Monitor and review contractor performance
- Not tolerate wilful disregard of health and safety management, by suspending or terminating contracts where appropriate
- Work with supply chains to influence safety performance.

### Welfare (Wellbeing)

The company will provide staff with an accessible occupational health service and employee assistance programme. Full details of the service and how staff can access the programme are held on the company intranet Source. In support of this the company will also promote general health awareness for all staff and their families.

The company will not tolerate bullying or harassment and will operate a dedicated confidential helpline. The helpline will provide support and guidance to both those who have been victims of bullying and/or harassment, as well as anybody that has witnessed an incident and wishes to report it

### **Health surveillance**

Health surveillance will be provided to protect staff identified as being at risk either from risk assessment or regulatory requirement. A programme of health surveillance will be implemented to monitor work-related health conditions and ensure that employee's health is not adversely affected.

Plan, Do, **Check**, Act

### **Measuring performance**

The company will develop a series of key performance indicators designed to monitor performance in a timely manner. Performance indicators will include a combination of reactive and active methods such as monitoring accidents numbers and cases of ill health or routine inspections of plant premises or procedures. Performance against these measures will be regularly reported to Directors group and HSWC. The company will benchmark safety performance against other water utilities.

### **Recording and investigating incidents**

All accidents and injuries, including near misses will be recorded. The following incidents must be immediately notified to the head of health safety and security or relevant safety advisor:

- Fatalities
- Major disabling injuries
- Occupational diseases
- Enforcement notices served on the company
- Notice of prosecution.

An investigation will be conducted for all significant accidents or injuries. The investigation should determine:

- The root cause of the incident
- Local actions to prevent a recurrence
- Implications for the wider business

- Appropriate communications for staff and other audiences.

The chief executive or director of regulation and customer services will personally conduct a review of the most serious events, including fatalities and selected high consequence events. The review will ensure that root causes of the incident are understood, that appropriate actions have been implemented to prevent a recurrence and lessons shared within the company and external partners where appropriate e.g. Water UK.

Plan, Do, Check, Act

### **Review**

To reassure the company that management arrangements for health safety and welfare continue to be valid and control measures are effective a periodic review will be completed at intervals not exceeding three years. The review will identify:

- Health and safety performance against agreed targets and key performance indicators
- Effectiveness of health safety and welfare arrangements
- Organisational vulnerabilities
- Opportunities to improve performance and ensure continuous improvement.

Summary reports for the reviews findings will be reviewed by the Board and Director group.

## Revision history

Issue	Date	Description	Prepared by
15	31 January 2016	Revised to include: <ul style="list-style-type: none"> <li>▪ governance role of the corporate responsibility committee</li> <li>▪ BEST programme linked with the company objectives</li> <li>▪ Five year health safety and welfare strategy</li> </ul>	Ian Blair
14	16 June 2015	Revised to reflect input from Health and safety management group	Ian Blair
13	10 April 2015	Revised to reflect organisational changes	Ian Blair
12	31 October 2014	Updated to reflect changes in management structure. GMT replaced by Directors group.	Ian Blair
11	31 May 2014	Major review to incorporate guidance within HSG65 (Third edition, published 2013) and incorporate Wessex sustainability vision objectives.	Ian Blair
10	10 January 2014	Reviewed - No change	Ian Blair
9	21 February 2013	Reviewed - No change	Ian Blair
8	16 December 2011	Reviewed - No change	Ian Blair