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Swansea Bay University  
Health Board



<b>Meeting Date</b>	<b>17 January 2023</b>	<b>Agenda Item</b>	<b>3.4</b>
<b>Report Title</b>	<b>Estates Health &amp; Safety Report</b>		
<b>Report Author</b>	<b>Des Keighan – Assistant Director of Estates</b>		
<b>Report Sponsor</b>	<b>Darren Griffiths – Director of Finance and Performance</b>		
<b>Presented by</b>	<b>Des Keighan – Assistant Director of Estates</b>		
<b>Freedom of Information</b>	Open		
<b>Purpose of the Report</b>	The purpose of the report is to update the Committee on Health & Safety Assurance within the Estates function over a range of specialist areas, including Fire, Asbestos, Low Voltage (LV) Systems, Waste Management and Security.		
<b>Key Issues</b>	<p>The Estates Department continues to work to meet the Health Board’s statutory obligations and has identified the need for additional resources to effectively manage our responsibilities over the full range of Estates disciplines.</p> <p>There are a number of workforce pressures at Morryston Hospital in particular which are currently being addressed: -</p> <ul style="list-style-type: none"> <li>• We have successfully recruited a candidate for the Estates Manager for Morryston Hospital and they will start in 6 to ten weeks following the pre-employment process;</li> <li>• There is an existing vacancy which had been recruited to but the candidate has since withdrawn</li> <li>• Long term sickness is also putting pressure on the department But backfill arrangements are in place.</li> </ul> <p>The Estates function is reviewing the proposed structure required to reflect the changing estate. A new governance role will be appointed to which will strengthen team’s ability to respond on a timely basis to audit actions, special projects and DATIX reporting. A new Health &amp; Safety Officer role has been appointed to also which will be filled early in the new year</p>		
	<b>Information</b>	<b>Discussion</b>	<b>Assurance</b>
			<b>Approval</b>

<b>Specific Action Required</b> <i>(please choose one only)</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Recommendations</b>	Members are asked to: <ul style="list-style-type: none"> <li>• <b>NOTE</b> and <b>CONSIDER</b> the report</li> </ul>			

## ESTATES HEALTH & SAFETY REPORT

### 1. INTRODUCTION

The purpose of the report is to update the Committee on Health & Safety Assurance within the Estates function over a range of specialist areas, including Asbestos, Low Voltage (LV) and High Voltage (HV) Systems, Water, Ventilation and Decontamination Waste and Security and also cover some general assurance issues. For the January 2023 Committee more detailed updates are provide on the Six Facet Survey work now complete and on ventilation and air conditioning.

### 2. BACKGROUND

#### Workforce

The department has lost a number of staff over recent months and recruitment has been challenging. However, a recent round of interviews has proved to be successful with a new Estates Manager set to join us in the new financial year.

Whilst we thought we had successfully recruited two Estates officers to the Department one subsequently withdrew. We have identified the need for further resources to effectively manage our responsibilities over the full range of Estates disciplines and have been discussing with the Director of Finance and Performance on how services need to be enhanced over the coming months and years.

Training compliance is at 70.65% and PADR (personal appraisal and development review) compliance is at 53%, however, work is ongoing to improve performance in both these areas however vacancies in Morriston have made this difficult with performance in both staying static over the last period.

#### Appraisal Review Summary Estates @ 03 Nov 22

Org L6	Assignment Count	Reviews Completed	Reviews Completed %
130 D3 Estates - Serv	132	69	52.27
<b>Grand Total</b>	<b>132</b>	<b>69</b>	<b>52.27</b>

Org L8	Assignment Count	Reviews Completed	Reviews Completed %
130 7200 Morriston Estates Management	12	9	75.00
130 7211 Morriston Grounds & Gardens	7	7	100.00
130 7212 Morriston Building	10	10	100.00
130 7213 Morriston Engineering	32	0	0.00
130 7215 HVS 1B	3	2	66.67
130 7220 Singleton Grounds & Gardens	4	2	50.00
130 7221 Singleton Building	14	9	64.29
130 7222 Singleton Engineering	26	19	73.08

130 7223 Singleton Estates Management	10	9	90.00
130 7500 Waste Management & Incineration	4	2	50.00
130 7503 Support Services	4	0	0.00
130 7801 Estates Management Support	6	0	0.00
<b>Grand Total</b>	<b>132</b>	<b>69</b>	<b>52.27</b>

### Training Summary Estates @ 03 Nov 22

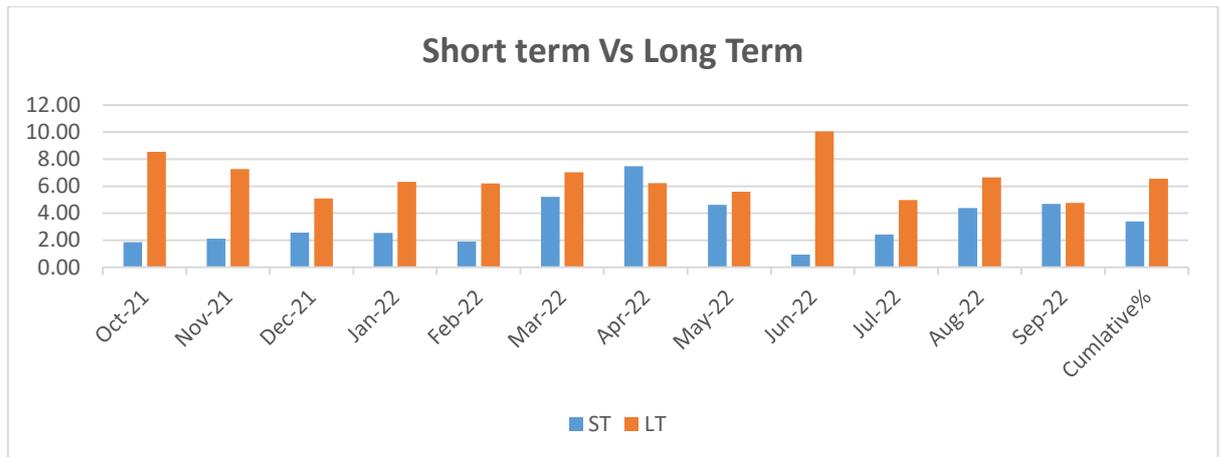
Org L8	Assignment Count	Required	Achieved	Compliance %
130 7200 Morrision Estates Management	12	156	142	91.03%
130 7211 Morrision Grounds & Gardens	7	91	75	82.42%
130 7212 Morrision Building	10	130	113	86.92%
130 7213 Morrision Engineering	33	429	374	87.18%
130 7215 HVS 1B	3	39	30	76.92%
130 7220 Singleton Grounds & Gardens	4	55	39	70.91%
130 7221 Singleton Building	14	196	145	73.98%
130 7222 Singleton Engineering	27	378	253	66.93%
130 7223 Singleton Estates Management	10	140	114	81.43%
130 7500 Waste Management & Incineration	4	52	34	65.38%
130 7503 Support Services	4	55	45	81.82%
130 7801 Estates Management Support	6	78	43	55.13%

Competence Name	Assignment Count	Required	Achieved	Compliance %
NHS CSTF Equality, Diversity and Human Rights - 3 Years	134	134	112	83.58%
NHS CSTF Fire Safety - 2 Years	134	134	97	72.39%
NHS CSTF Health, Safety and Welfare - 3 Years	134	134	110	82.09%
NHS CSTF Infection Prevention and Control - Level 1 - 3 Years	134	134	105	78.36%
NHS CSTF Information Governance (Wales) - 2 Years	134	134	98	73.13%
NHS CSTF Moving and Handling - Level 1 - 2 Years	134	134	101	75.37%
NHS CSTF Resuscitation - Level 1 - 3 Years	134	134	103	76.87%
NHS CSTF Safeguarding Adults - Level 1 - 3 Years	134	134	101	75.37%
NHS CSTF Safeguarding Children - Level 1 - 3 Years	134	134	102	76.12%
NHS CSTF Violence and Aggression (Wales) - Module A - No Specified Renewal	134	134	127	94.78%
NHS MAND Dementia Awareness - No Renewal	134	134	124	92.54%
NHS MAND Fraud Awareness - 3 Years	57	57	3	5.26%
NHS MAND Social Services and Well Being Act Wales Awareness (2014) - No Specified Renewal	134	134	127	94.78%
NHS MAND Violence Against Women, Domestic Abuse and Sexual Violence - 3 Years	134	134	97	72.39%

### Sickness

For the department in September 2022 sickness absence was 9.73% overall, 4.77% for long-term sickness and 4.69% for short term sickness, which is a reduction on previous months. Action plans are in place for the long term sickness cases and concluding some of these has helped bring the long term sickness figures

down. The Profile for the last six months that it's the recent high levels of short term sickness that have affected the performance.



### Incidents

The department had had no major incidents but one incident was reported relating to a fall by a member of staff. This wasn't the original reported incident and this is being looked in to urgently to understand why and what lessons can be learned.

The Health Board continues to face challenges recruiting maintenance staff as the economy emerges from the COVID pandemic. In order to modernise the workforce, The Director of Finance and Performance has tabled a proposal with staff side for a new band five role to be introduced to department. This will form part start the restructure of Estates Services to bring the department in line with market forces, as salaries in other industries and business for Estates staff are significantly higher than those offered within the Health Board currently. The creation of this new band five role. Will start the restructuring of the Department.

### Six Facet Appraisal – Backlog Maintenance Review

The Six Facet Review of the Estate is now complete. In January 2023 the board will receive the updated estates strategy which included within it detailed information taken from the backlog maintenance six facet review. The six facet review underpins the estate strategy and the strategy combines the desires of the Clinical strategy and explains how they will be did delivered through changes in the estate.

### Medical Gas Pipeline Systems (MGPS)

The Medical Gas Committee set up a Task & Finish Group to review and update the MGPS Operational Policy and procedures, and this process has been completed and the document will be submitted to the next operational health and safety management group for discussion private to submission to the full health and safety committee.

The Committee is also working with clinical colleagues to pilot testing around nitrous oxide with a view to removing this service and move to bottle supplies to reduce losses to the atmosphere. The committee is also a developing awareness training for senior nursing staff about the management and responsibilities for

medical gases in a ward environment. A more detailed report has been tabled for consideration at this meeting on the subject.

### **Electrical Services LV**

There are issues on both main acute sites with the electrical services with regard to compliance with the WHTM (Welsh Health Technical Memorandum). A paper has been prepared for the Executive Team highlighting the main Estates risks and potential ways for these to be addressed. This will be considered as part of the backlog maintenance discussions.

### **Ventilation Systems**

The last Audit Report highlighted the fact that a large proportion of our plant is non-compliant with the current HTM's (Health Technical Memorandums), noting that the plant was not designed to meet the current standards. These shortcomings have been highlighted in the paper that was prepared for the Executive Team and have been identified within the Six facet survey with costs (without fees contingency and on costs) of over £6,771,000. The Health Board is developing plans to provide a decant facility on the Morriston Hospital site that will allow the Health Board to start a rolling programme of refurbishment of the site. Ventilation is also subject to a separate report to be considered by the committee at the January 2023 meeting.

### **Fire Safety**

The Health Board recognises that the completion of the risk assessments has identified work that needs to be completed to achieve compliance. Whilst some of the work required is basic, more significant improvements will require further investment.

The Health Board has completed a review of the fire compartmentation on the Morriston and Singleton Hospital sites and it is intended that this work will be developed to into a specification to commission repairs on fire compartmentation on both sites. The six facet survey has identified costs of over £5.1 million for the two main sites excluding fees contingency and on costs

### **Fire Dampers**

The fire compartmentation reviews will include an assessment of the efficacy of the current fire dampers. However, a number of them, due to their location, are inaccessible and therefore unmaintainable as they are often in confined areas or within walls. The six facet survey has provided estimated costs of around £500,000 excluding fees, contingency and on costs to address the fire damper issues. As part of the review of fire compartmentation within the Morriston and Singleton Hospital sites the risks associated with the fire dampers have been considered and be included as part of future capital schemes where appropriate.

### **Asbestos Management**

Within Singleton Hospital there is a significant amount of Asbestos present within the void service areas. Control measures have been put into place to strictly control access to these areas. Work has now been completed in the outpatients department to remove the asbestos lagging and re-lagging the pipe work. The Health Board has received funding of £50k to address asbestos issues which is going to be utilised in 2023/24 financial year.

## **Water**

The Health Board has been completed a Water Management Risk Assessment and from this the Health Board has identified the priority high risk issues. The Health Board Water Management Group met in September 2022 has agreed to prioritise the high risks and meetings were scheduled in October 2022 to start planning how to address this remedial work. The Health Board has secured funding for next financial year to address some of these recommendations. But is committed £50,000 on Morrision site this financial year to address water management issues. The re-establishment of the Health Board Water Risk Management Group is an important addition to the improved governance on this key area.

## **Waste**

The volume of waste has increased massively as a result of the requirement for staff to wear PPE. The waste, whilst not heavy, is extremely bulky and the contractor who provides the waste disposal service is now not in a position to cope with this increased demand. All spare capacity has been lost due to the volume of waste that has been generated.

The department has already put into place contingency arrangements, however, the sites continue to suffer from delayed collections on a regular basis. This issue has been escalated up through Welsh Government and meetings are being held on a regular basis with the waste disposal company to improve service levels.

Estates colleagues attended a Welsh Government Operation resilience meeting before the Christmas break in partnership with Natural Resources Wales, industry partners, and contractors which identified that there has been a significant reduction in UK waste Storage capacity due to changes in legislation. Also waste treatment capacity remains finely balanced. The view from the group was that capacity will further reduce in the next two years due to impending Statutory Instruments coming into force, one of which is on site sorting of waste. Consideration also needs to be given to the provision of refrigeration facilities for the storage of anatomical waste

## **Lifts**

We currently do not have an Authorised Engineer (AE) for Lifts as this service is not provided through Welsh Health Shared Services.

The Health Board is also looking to appoint an AE lifts. We have now had discussions about how these services can be procured. However, we have not made progress on this issue due levels of staff absence which are currently being addressed.

## **Security**

The Health Board has reformed the Security Management Group to act as a focal point for security management issues across the Health Board. The group will be a sub group of the Health & Safety Operational Group. The first meeting was due to be held on 30<sup>th</sup> September 2022, however this was delayed due to Covid.

Following the first meeting of the group it was planned to undertake lockdown exercises at Morriston Hospital which unfortunately have had to be cancelled due to the conflict with industrial action these will be re-arranged in the new year.

### **Summary**

The Department has made progress in a number of areas, however, vacancies and a lack of resources continues to restrict the extent to which progress can be made. The workforce model requires modernisation to develop, retain and recruit staff and first steps have been made through the proposal put forward by the Director of Finance and Performance with regards to the development of new roles within the Estates Department. This will be a long term process considering all aspect of the function and will start a process that will be carried on through 2025.

The Health Board has been successful in attracting Estates Funding Advisory Board (EFAB) funding in 2022/23 for some essential maintenance, repairs and service environment improvements. Hopefully further funding through EFAB2 in 2023/2024 will further help the position. With the announcement that £40 million worth of investment is being allocated to address Fire, Infrastructure and Decarbonisation with £20 million available in 2023/2024 and a further £20 million in 2024/2025. However, this funding is across the whole of Wales however bids will be made by the Health Board against this funding through the Capital Team.

### **3. GOVERNANCE AND RISK ISSUES**

Governance for the range of areas set out above is under review with the function and frequency of the groups overseeing each of these important areas being considered to ensure that there are no gaps in reporting which will aid increased compliance.

There is a range of risks across the estate largely driven by the scale of the backlog maintenance required and the decreasing availability of capital to address these across NHS Wales. The Health Board continues to work with Welsh Government to develop a 10-year plan which will prioritise key areas of risk. The receipt and review of the 6 facet survey and the development of a Health Board estates strategy will provide greater clarity to this plan.

### **4. FINANCIAL IMPLICATIONS**

There are no direct financial consequences of this report however, the capital and workforce requirements to adequately address backlog maintenance and operational issues will be significant when fully quantified. The six facet survey has identified backlog maintenance costs Of circa £121 million over the next five years without on costs.

### **5. RECOMMENDATION**

Members are asked to:

- **NOTE** and **CONSIDER** the report

<b>Governance and Assurance</b>		
<b>Link to Enabling Objectives</b> <i>(please choose)</i>	<b>Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities</b>	
	Partnerships for Improving Health and Wellbeing	<input type="checkbox"/>
	Co-Production and Health Literacy	<input type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	<b>Deliver better care through excellent health and care services achieving the outcomes that matter most to people</b>	
	Best Value Outcomes and High Quality Care	<input type="checkbox"/>
	Partnerships for Care	<input type="checkbox"/>
	Excellent Staff	<input type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
<b>Health and Care Standards</b>		
<i>(please choose)</i>	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input type="checkbox"/>
	Effective Care	<input type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input type="checkbox"/>
	Individual Care	<input type="checkbox"/>
	Staff and Resources	<input type="checkbox"/>
<b>Quality, Safety and Patient Experience</b>		
This paper updates the Committee on compliance over a range of Estates issues.		
<b>Financial Implications</b>		
At present there are no financial implications. However, for a number of issues the Health Board are developing capital plans to address the issues identified, as part of the long term strategy for the Estate.		
<b>Legal Implications (including equality and diversity assessment)</b>		
The paper updates on current risks within the Estate.		
<b>Staffing Implications</b>		

A paper is being drafted around the staffing requirements for the Department moving forward

**Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)**

The paper updates the Committee on compliance issues within the Estates function, identifying risks and explaining the steps being taken to mitigate these risks. The Department recognises the need for additional funding and work is ongoing on a Business Case around resources required to address these issues in the longer term both from a staffing and capital investment perspective.

<b>Report History</b>	This provides an update on the agenda item on the risks within the Estate.
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<b>Appendices</b>	n/a
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