Title:	Health and Safety Strategy Action Plan 2021-22
Document Reference:	SBUHB – H&S Strategy Action Plan
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Swansea Bay University Health Board, Safety and Welfare Strategy

"Embracing and implementing change to enhance the organisations health, safety, welfare and culture"

1	Caring for each other	1. Taking responsibility for all aspects of health and safety 2. Treating everyone with dignity and valuing diversity 3. Giving/Receiving through recognition and feedback, learning from experiences of others
2	Working Together	1. Building networks to enhance knowledge to provide a safe environment 2. Developing our people with health and safety skills to manage their resources safely 3. Growing our reputation in a leader in health and safety 4. Developing policies and procedures to embed safety in the culture of the organisation
3	Always improving	1. Embracing change and innovation 2. Using all evidence available to provide a safe and secure environment 3. Setting high standards of Health and Safety in all we do

HEALTH, SAFETY and WELFARE STRATEGY IMPLEMENTATION PLAN 2021-22

Strategic Aims

1	**Leadership Objective - Control**	Allocating responsibilities, securing commitment, having clear instruction and supervision
2	**Management System Objective - Communication**	Using appropriate media and language i.e. spoken, written. being visible and approachable
3	**Workforce Involvement Objective - Cooperation**	Between individuals and groups (internal and external)
4	**Risk Reduction Objective - Competence**	To maintain managers and staff competence
5	**Accident Reduction Objective**	To maintain and improve health, safety and wellbeing

Please note that the RAG ratings in the Implementation Plan overleaf relate to each task milestone. The definitions for these ratings are:

RAG		Definition
Green		The milestone has been completed, and is fulfilling the expectations of the ascribed performance measure Or The milestone is in progress and on target to fulfil the expectations of the ascribed performance measure
Amber		There is slippage in the milestone's achievement of its time, budget and/or performance measure without significant impact upon delivery
Red		There is failure to achieve the milestone's expected time, budget or performance measure with significant impact upon delivery

HEALTH, SAFETY and WELFARE STRATEGY IMPLEMENTATION PLAN 2021-22

Ref	Task	Milestones	Start date	End date	Lead	Core / additional resources (colleagues, support services)	Additional costs			Measure	RAG status	Strategy priority
							Capital	Recurrent	Non-recurrent			
H&S 1	Identify appropriate Health and Safety course for executive directors "NEBOSH HSE Certificate in Health and Safety Leadership Excellence"	1. Identify all executive directors and deputies to undertake HSE Certificate in Health and Safety Leadership Excellence. 2. Identify course provider. 3. Schedule dates for course completion.	Feb 21 Jan 21 May 21	Apr 21 Mar 21 July 21	Mark Parsons / workforce rep	Core and support (Workforce and OD and external resources)		✓ ✓		Training identified, implemented with ongoing schedule.		Leadership & Management objective (Caring for each other)
H&S 2	Identify appropriate Health and Safety course for managers "IOSH Managing Safely" or equivalent	1. Identify appropriate managers to undertake IOSH Managing Safely or equivalent. 2. Identify course provider or develop internally. 3. Secure funding for resources 3. Schedule initial dates for pilot course completion. This potentially will be 10 year programme.	Feb 21 Jan 21 Feb 21 Jun 21	Apr 21 Mar 21 Mar 21 Aug 21	Mark Parsons / Workforce rep	Core and support (Workforce and OD and external resources) This is dependent on resources for internal and/or external providers		✓ ✓		Training identified, implemented with ongoing schedule.		Leadership & Management objective (Caring for each other)
H&S 3	Develop manager's health and safety handbook/guidance.	Develop Managers handbook	Jan 21	Mar 21	Mark Parsons / Laurie Higgs / Workforce rep	Core and support from workforce				Managers hand book/guidance developed and circulated to appropriate groups of staff.		Leadership & Management objective (Caring for each other)
H&S 4	Develop Health and Safety external site audit.	1. Agree audit template for external site audit. 2. Agree audit schedule. 3. Commence audit schedule.	Jan 21 Apr 21 July 21	Mar 21 Jun 21 Oct 21	Mark Parsons / Laurie Higgs	Core – will be dependent on additional resources	✓	✓	✓	Programme of audits scheduled on a rolling programme		Leadership & Management objective (Caring for each other – working together – always improving)
H&S 5	Review Health and Safety Resources	1. Review of Health and Safety Resources. 2. Propose appropriate structure to the Health	Jan 21 Jan 21	Mar 21 Mar 21	Mark Parsons / Workforce rep	Core and support (Workforce and OD and external resources)		✓		Resources reviewed and agreed, with scheduled implementation /recruitment of additional resources.		Management & Workforce involvement & Risk reduction objective

Ref	Action	Tasks	Start	End	Lead	Resources		✓		Outcome / Measure		Objective
		Board. 3. Develop job descriptions for approved structure. 4. Commence recruitment process and implement structure. 5. Implement structure	Dec 20 Mar 21 Jun 21	Mar 21 Jun 21 Aug 21				✓				(Caring for each other – working together – always improving)
H&S 6	Develop and undertake a snap shot safety culture survey	1. Develop initial safety culture survey. 2. Undertake safety culture survey. 3. Analyse survey results. 4. Develop action plan from survey results.	Jan 21 Mar 21 Apr 21 May 21	Mar 21 Apr 21 May 21 July 21	Mark Parsons	Core and support (Communication/IT and other teams) – dependent on additional resources		✓		Survey developed and undertaken.		Workforce involvement & Risk reduction objective (Caring for each other – working together – always improving)
H&S 7	Develop health and safety audit tool based on ISO 45001 standard	1. Develop health and safety audit tool for group use and corporate use. 2. Schedule a Health Board programme of health and safety compliance audits across the organisation. 3. Analyse audit results. 4. Develop action plan from audit results.	Feb 21 Jan 21 July 21 May 21	Mar 21 July 21 Aug 21 Nov 21	Mark Parsons / Laurie Higgs	Core - will be based on tool developed by all Wales H&S advisors group and dependent on additional resources	✓	✓	✓	Programme of audits scheduled on a rolling programme		Management, Workforce involvement & Risk reduction objective (Caring for each other – working together – always improving)
H&S 8	Develop Health Board Health and Safety Key Performance Indicators (KPI's)	1. Outline KPI's for consideration for HB and Units. 2. Agree KPI's for HB/Units. 3. Implement KPI's. 4. Monitor KPI performance.	Jan 21 Mar 21 Jul 21 On-going	Mar 21 Jun 21 Sept 21 On-going	Mark Parsons / Unit director reps	Core / Support from units				KPI's identified and adopted for HB and Units.		Caring for each other – working together – always improving)
H&S 9	Policy and procedure reviews	1. Refresh review process and presentation of information to H&S Ops Group and Committee. 2. Include policy/procedure annual update in H&S annual report. 4. Include reviews of policies/procedures in KPI.	Dec 20 Apr 21 Apr 21	Mar 21 June 21 June 21	Mark Parsons / Laurie Higgs	Core				Policies and procedures reviewed – developed in line with requirements/frequencies		Caring for each other – working together – always improving)

H&S 10	Update Health and Safety Strategic Action Plan for 2020/21, review and approve by Health Board H&S Committee.	1. Agree initial plan and monitoring arrangements for 2020/21 calendar year.	Oct 20	Dec 20	Mark Parsons	Core				Strategy action plan updated and approved by the H&S Committee		Caring for each other – working together – always improving)
		2. Sharing of plan with Units	Jan 21	Feb 21								
		3. Upload plan on intranet H&S webpage	Feb 21	Mar 21								
		4. Review current plan	Feb 21	May 21								
		5. Develop 3 – 5 year plan	June 21	Aug 21								
		6. Approve plan	July 21	Sept 21								
		7. Monitor plan	On-going	On-going								