

## APPENDIX 1

Title:	Health and Safety Strategy Action Plan 2021-24
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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”

<b>1</b>	<b>Caring for each other</b>	<ol style="list-style-type: none"> <li>1. Taking responsibility for all aspects of health and safety</li> <li>2. Treating everyone with dignity and valuing diversity</li> <li>3. Giving/Receiving through recognition and feedback, learning from experiences of others</li> </ol>
<b>2</b>	<b>Working Together</b>	<ol style="list-style-type: none"> <li>1. Building networks to enhance knowledge to provide a safe environment</li> <li>2. Developing our people with health and safety skills to manage their resources safely</li> <li>3. Growing our reputation in a leader in health and safety</li> <li>4. Developing policies and procedures to embed safety in the culture of the organisation</li> </ol>
<b>3</b>	<b>Always improving</b>	<ol style="list-style-type: none"> <li>1. Embracing change and innovation</li> <li>2. Using all evidence available to provide a safe and secure environment</li> <li>3. Setting high standards of Health and Safety in all we do</li> </ol>

## HEALTH, SAFETY and WELFARE STRATEGY IMPLEMENTATION PLAN 2021-24

### Strategic Aims

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

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Ref	Task	Milestones	Start date	End date	Lead	Core / additional resources (colleagues, support services)	Additional costs			Measure - Comments	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.	Dec 21	Oct 22	Mark Parsons / workforce rep	Core and support (Workforce and OD and external resources)		✓		Training identified, implemented with ongoing schedule.  Due to the challenges of the pandemic and the limited face to face training coupled with a number of changes at executive level, it is recommended that this is moved to 2022/23 financial year Q1. Course provider has been identified (Astutis) and courses scheduled for 14 <sup>th</sup> & 16 <sup>th</sup> September 2022.		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. Schedule initial dates for pilot course completion. This potentially will be 10 year programme.	Jan 22	Mar 23	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.  Due to current resource challenges and the pandemic, it is recommended that this is moved to 2022/23 financial year. Initial draft to be piloted in Q4 2022/23		Leadership & Management objective (Caring for each other)
H&S 3	Develop manager's health and safety handbook/guidance.	Develop Managers handbook	Nov 21	Mar 23	Mark Parsons / Laurie Higgs / Workforce rep	Core and support from workforce				Manager's handbook/guidance developed and circulated to appropriate groups of staff.  Due to resource implications not fully resolved and the pandemic it is recommended that this be moved to Q1 2022/23 financial year.		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.	Apr 21	July 23	Mark Parsons / Laurie Higgs	Core – will be dependent on additional resources	✓	✓	✓	Programme of audits scheduled on a rolling programme.  Some elements have been achieved with an audit template developed. It is recommended that point 2 & 3 be deferred to 2022/23 due to resources and the pandemic.		Leadership & Management objective (Caring for each other – working together – always improving)

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H&S 5	Review Health and Safety Resources	<ol style="list-style-type: none"> <li>1. Review of Health and Safety Resources.</li> <li>2. Propose appropriate structure to the Health Board.</li> <li>3. Develop job descriptions for approved structure.</li> <li>4. Commence recruitment process and implement structure.</li> <li>5. Implement structure</li> </ol>	<p>May 21</p> <p>Jun 21</p> <p>Apr 21</p> <p>Sept 21</p> <p>Apr 22</p>	<p>Jul 21</p> <p>Aug 21</p> <p>Dec 21</p> <p>May 22</p> <p>July 22</p>	Mark Parsons / Workforce rep	Core and support (Workforce and OD and external resources)		<p>✓</p> <p>✓</p>	<p>Resources reviewed and agreed, with scheduled implementation /recruitment of additional resources.</p> <ol style="list-style-type: none"> <li>1. Has been completed</li> <li>2. Structure has been proposed</li> <li>3. Job descriptions have been completed</li> <li>4. Recruitment has progressed and will be on-going through 2022 – 2024 financial years</li> <li>5. Implementation of the structure has commenced and will be phased in during 2022/23 and 23/24 financial years, actual WTE to be confirmed against business case.</li> </ol>		Management & Workforce involvement & Risk reduction objective (Caring for each other – working together – always improving)
H&S 6	Develop and undertake a snap shot safety culture survey	<ol style="list-style-type: none"> <li>1. Develop initial safety culture survey.</li> <li>2. Undertake safety culture survey.</li> <li>3. Analyse survey results.</li> <li>4. Develop action plan from survey results.</li> </ol>	<p>Oct 21</p> <p>Jan 22</p> <p>Apr 22</p> <p>May 22</p>	<p>Mar 23</p> <p>Mar 23</p> <p>May 23</p> <p>June 23</p>	Mark Parsons	Core and support (Communication/IT and other teams) – dependent on additional resources		<p>✓</p>	<p>Survey developed and undertaken.</p> <p>Due to the many challenges within the Health Board it is recommended that this be postponed until either Q4 2022/23 or Q1 dependant on resources</p>		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	<ol style="list-style-type: none"> <li>1. Develop health and safety audit tool for unit use and corporate use.</li> <li>2. Schedule a Health Board programme of health and safety compliance audits across the organisation.</li> <li>3. Analyse audit results.</li> <li>4. Develop action plan from audit results.</li> </ol>	<p>Apr 21</p> <p>Apr 22</p> <p>Sept 22</p> <p>Apr 22</p>	<p>July 21</p> <p>June 23</p> <p>Mar 23</p> <p>June 23</p>	Mark Parsons / Laurie Higgs	Core - will be based on tool developed by all Wales H&S advisors group and dependent on additional resources		<p>✓</p> <p>✓</p>	<p>Programme of audits scheduled on a rolling programme.</p> <p>Point 1 has been developed and is ready for use.</p> <p>Points 2, 3 &amp; 4 are recommended to be deferred to 2023/24 financial year due to resource challenges and the pandemic.</p>		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)	<ol style="list-style-type: none"> <li>1. Outline KPI's for consideration for HB and Units.</li> <li>2. Agree KPI's for HB/Units.</li> <li>3. Implement KPI's.</li> <li>4. Monitor KPI performance.</li> </ol>	<p>June 21</p> <p>Apr 22</p> <p>Oct 22</p> <p>On-going</p>	<p>Sept 21</p> <p>June 22</p> <p>Dec 22</p> <p>On-going</p>	Mark Parsons / Unit director reps	Core / Support from units			<p>KPI's identified and adopted for HB and Units.</p> <p>KPI's have been agreed and submitted to the H&amp;S Ops group and H&amp;S Committee, this will be circulated to the service groups to implement in their respective area in Q3/4 2022/23.</p>		Caring for each other – working together – always improving)

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H&S 9	Policy and procedure reviews	<ol style="list-style-type: none"> <li>1. Refresh review process and presentation of information to H&amp;S Ops Group and Committee.</li> <li>2. Include policy/procedure annual update in H&amp;S annual report.</li> <li>4. Include reviews of policies/procedures in KPI.</li> </ol>	<p>Sept 20</p> <p>Apr 21</p> <p>Apr 21</p>	<p>Nov 20</p> <p>June 21</p> <p>Dec 21</p>	Mark Parsons / Laurie Higgs	Core			<p>Policies and procedures reviewed – developed in line with requirements/frequencies</p> <p>System in place to monitor Policies &amp; Procedures, these are updated/developed and flow through the H&amp;S group and H&amp;S committee for ratification.</p>		Caring for each other – working together – always improving)
H&S 10	Update Health and Safety Strategic Action Plan to be review annually and approve by Health Board H&S Committee.	<ol style="list-style-type: none"> <li>1. Agree initial plan and monitoring arrangements for 2020/21 calendar year.</li> <li>2. Sharing of plan with Units</li> <li>3. Upload plan on intranet H&amp;S webpage</li> <li>4. Review current plan</li> <li>5. Develop 3 – 5 year plan</li> <li>6. Approve changes to plan</li> <li>7. Monitor plan</li> </ol>	<p>Sept 20</p> <p>Sept 20</p> <p>Sept 20</p> <p>Feb 21</p> <p>Apr 21</p> <p>Sept 21</p> <p>On-going</p>	<p>Nov 20</p> <p>Nov 20</p> <p>Nov 20</p> <p>May 21</p> <p>Mar 22</p> <p>Nov 21</p> <p>On-going</p>	Mark Parsons	Core			<p>Strategy action plan updated and approved by the H&amp;S Committee</p> <p>This plan is regularly reviewed with updates taken through the H&amp;S committee, last review undertaken in Sept/Oct 21 and presented to the H&amp;SC on 5 Oct 21.</p>		Caring for each other – working together – always improving)
H&S 11	Develop a Health & Safety Newsletter for regular publication.	<ol style="list-style-type: none"> <li>1. Agree format for H&amp;S newsletter</li> <li>2. Agree topics/key themes for the newsletter</li> <li>3. Publish/distribute newsletter</li> <li>4. Prepare and publish a quarterly newsletter</li> </ol>	<p>Apr 21</p> <p>On-going</p> <p>On-going</p> <p>On-going</p>	<p>June 21</p> <p>On-going</p> <p>On-going</p> <p>On-going</p>	Mark Parsons	Core / support from Service Groups and Medical Illustration			<p>Newsletter format agreed including key topics/messages and published/distributed.</p> <p>Points 1 – 3 achieved. Point 4 has not been achieved due to challenges for the HB and with resources within the H&amp;S team. The HB has agreed that any H&amp;S related topics will be included in the new HB wide newsletter. Action point to be closed.</p>		Caring for each other – working together – always improving)