

Appendix 1: Updated action plan with progress.

The following high-level recommendations were approved by CLT on 26 September 2023, as the suggested actions required to deliver the improvement plan. These were prioritised as follows:

P1 – delivery within 6 months (by 31 March 2024)

P2 – delivery within 12 months (by 30 September 2024)

P3 – delivery within 18 months (by 31 March 2025)

(Please note the RAG status is only given for actions where work has either taken place or was scheduled to have taken place).

Ref. No.	Recommended action:	Priority	RAG status	Progress	Next steps
01	Revised Health and Safety policy – statement of intent: The Combined Authority should create a Health and Safety Policy statement of intent, which clearly and concisely communicates the aims and aspirations to all stakeholders. This revised policy will be 'owned' by the Chief Executive.	P1		Complete.	
02	Recruitment of competent Health and Safety support: The Combined Authority should recruit dedicated Health and Safety Professionals to develop the strategies, policies, and procedures necessary to meet the current and future needs of the organisation and comply with r.7 of the Management of Health and Safety at Work Regulations 1999. This role would remain a function within Corporate Services, report to the Corporate Leadership Team, and have access to the Chief Executive for the purpose of raising urgent issues of concern and providing updates on performance. The Corporate Health and Safety function would support the Infrastructure Directorate through the recruitment of an infrastructure Health and Safety advisor, who would be a direct report of the Corporate Health and Safety lead but would be embedded within the Infrastructure team.	P1		Head of Health and Safety recruitment complete (advertised December 2023, appointed January 2024 - starting April 2024). Additional Health and Safety Officer role placed into budget for 24/25. New Head of Health and Safety to lead this recruitment.	Head of Health and Safety to recruit Health and Safety Officer when in post.
03	Development of Health and Safety strategy: The Combined Authority should develop a clear Health and Safety Strategy, which provides a road-map to take the organisation to the initial benchmark of 'compliant', then on to good, and then from good to great! The Health and Safety strategy should set specific milestones, assign task owners and lines of both accountability and responsibility that support continued improvement and the embedding of 'positive safety cultures'. The successful delivery of the strategy would be the responsibility of the Corporate Leadership Team.	P2		Complete. Identified as P2 but completed as a P1 action (by 31 March 2024). CLT engagement session completed 23 January 2024, to gain input into draft strategy prior to finalisation. Strategy drafted, reviewed, and updated.	Launch new strategy.

04	Development of a Health and Safety Management System: The Combined Authority should develop a Health and Safety Management System that supports the effective implementation of the Health & Safety Policy Statement and strategic aims of the organisation. It is suggested that the structure contained within ISO45001 be used as a guide, but it is not recommended that this system be externally certified due to the associated ongoing costs that doing so would require. This would allow the structured development of management arrangement, which could be scaled-up in proportion to the activities and associate level of risk. The development of the Health and Safety Management System would be the responsibility of the Health and Safety lead, who would be accountable to the Chief Executive Officer for is implementation and ongoing effectiveness.	P2		New management arrangements drafted December 2023. Reviewed by the H&S working group January 2024, CLT updated on progress 23 January 2024. Draft procedures in progress. Tweaks to existing processes and procedures made.	Incorporate feedback from the working group and CLT into a final version of the Management Arrangements, launch alongside the new strategy.
05	Revised operational Health and Safety Structure: The current Health and Safety organisational structure needs to be revised to clearly define lines of responsibility, reporting and accountability to ensure that those with delegated responsibilities are clearly identified and aware of their duties. This would remove ambiguity as to who is responsible for what and ensure greater transparency.	P1	Improving	H&S working group in place with reps from Resources and Infrastructure H&S. Agreed that Head of Health and Safety will be responsible for all H&S activity across the organisation, with leadership responsibility for embedded H&S resource in the Infrastructure Directorate. Successfully appointed Head of Health and Safety (January 2024).	April 2024: Induct new Head of H&S and align all H&S resource under this role once in post.
06	Development of a consistent Health and Safety risk management procedure: The Combined Authority does not have a clear process that demonstrates compliance with the requirement of the Management of Health and Safety at Work Regulations 1999. A risk management procedure must be developed and implemented that allows the Combined Authority to identify, assess, manage, and monitor the risks to which employees, and others are exposed. Line Managers should be provided with clear guidance and training on their responsibilities and how they should manage risk within the areas of control. The risk management procedure should be created by the Health and Safety lead and cascaded to all.	P2	n/a	Priority 2 action – this work will flow from the strategy. Corporate risk management framework exists. Improvement Plan progress and risks monitored by Governance Board.	New Head of Health and Safety to develop risk management procedure in line with new strategy.
07	Development of Health and Safety performance monitoring: The Combined Authority should develop a performance monitoring reporting process that builds on the aspirations and goals set within the Health and Safety Policy Statement and strategy, establishes benchmarks, key performance indicators, and provides performance data to the Corporate Leadership Team and other stakeholders. This would provide an insight into the actions taken by those with delegated responsibilities, line managers, suppliers, and employees, and allow the Corporate Leadership Team to take steps to remedy deficiencies before they create unacceptable levels of risk.	P2	n/a	Identified as a P2 action, will follow adoption of new strategy. H&S Improvement Plan progress, risks and incidents being monitored by Governance Board. Internal comms reminders issued: Incident reporting process update in the Loop (December 2023). Connect H&S pages launched (December 2023). All staff meeting update and reminders (February 2024).	Development of dashboard with key metrics, for regular reporting at Governance Board and CLT. To feed into new Corporate reporting framework when available.

08	Development of Health and Safety training matrix: The Combined Authority should review the Health and Safety competencies required by the organisation and ensure that there is a robust process applied to ensure that all mandatory and job specific training is identified and delivered, with compliance data included in updates to the Corporate Leadership Team. This should be developed in conjunction with the HR functions and ensure that the Combined Authorities was providing suitable and sufficient training in accordance with the general requirements of the Health and Safety at Work, etc. Act 1974. Delivery and overall training compliance would form one of the performance dashboard indicators.	P2		Staff reminded to undertake their H&S mandatory training in comms w/c 11 th December. Current compliance is; Health and Safety at Work - 77% Fire safety – 72% Staying safe with DSE – 71%	Target full compliance by Q1 2024/25. Further remote and face to face training to be provided by RLB and subsequently the Head of Health and Safety throughout 2024/25.
09	Development of Health and Safety assessments within supplier selection criterion: The Combined Authority, through the Procurement Manager and supported by the Health and Safety Lead, should review current procurement processes to ensure that reasonable efforts are applied to ensuring that suppliers to the Combined Authority are suitably competent and possess the necessary resources to safely delivery the desired outcome. This should extend to projects funded or commissioned by the Combined Authority.	P2	n/a	Priority 2. Not yet started.	Will engage the Commercial team in this action and monitor through the H&S forum and Governance Board.
10	Health and Safety action tracking: The Combined Authority, through the Health and Safety Lead, should develop a process where Health and Safety actions, as identified by audits, inspections, risk assessments, etc. are recorded, assigned an action owner, and tracker through to completion. The action tracker should be revised by the Corporate Leadership Team at least quarterly to ensure that actions are being completed in a timely manner and any emerging trends are identified so that appropriate mitigations are applied.	P2	n/a	Priority 2. Not yet substantively started. Improvements to existing processes made.	Will form part of the H&S forum, with monitoring and assurance through Governance Board.
11	Creation of a Health and Safety forum: The Combined Authority should review the existing communication and consultation activities with the aim of refocusing attention on collaboration with employees from across the organisation with the aim of embedding the Health and Safety Policy Statement and the related strategic aims. This should be achieved through the agreement on clear terms of reference and deliverables to avoid the creation of a 'talking-shop'. The Corporate Leadership Team should be represented on this forum and should chair the meetings as a further demonstration of senior leadership engagement in Health and Safety matters.	P2		H&S working group in place and meets weekly with key representatives from Resources and Infrastructure to deliver the Improvement Plan. Infrastructure H&S Forum established – this will be aligned with the organisation-wide approach when new Head of H&S in post.	Set up organisation-wide H&S forum and align Infrastructure forum when Head of Health and Safety in post.
12	Confirmation of statutory duty holder roles on projects: The Combined Authority should review and confirm what its role is in relation to the commissioning of projects, and specifically what role it will fulfil under the requirements of the Construction (Design and Management) Regulations 2015. This is to ensure that all stakeholders (internal and external) are aware of their statutory duties.	P2		Work has started on this in the Infrastructure directorate, where CDM regulations are most applicable. This is being developed in parallel to the new management system so that it fits within the wider H&S governance framework. It will be aligned under the leadership of the new Head of Health and Safety.	Further work needed over the coming months to embed this into the corporate approach and ensure it is properly communicated to the organisation.

13	Improved communications: The Combined Authority, through the Corporate Leadership Team should raise awareness of the Health and Safety Policy Statement and strategic goals, through at least quarterly face-to-face safety briefings, including Health and Safety matters as an agenda item in team meetings, and encouraging employees to highlight their concerns or observations. The Corporate Leadership Team, Directors and Line Managers should lead by example and positively promote the behaviours that support positive safety cultures. The completion of safety briefings should be included in dashboard reporting to the Corporate Leadership Team.	P2		<p>P2 action but accelerated due to need to share clear communications with the organisation around H&S.</p> <p>Communications Plan approved December 2023. Updated February 2024.</p> <p>'Safety first' branding launched in the Loop December 2023. Connect intranet pages now live. Schedule of further communications planned focusing on management arrangements, strategy, and training.</p>	<p>Develop comms and engagement activity in Q4 23/24 and Q1 24/25 – including lunch and learn, all staff briefings, H&S Forum, Loop, and reminders to include in team meetings.</p> <p>Focused comms around new strategy, management arrangements, training, expectations of staff etc.</p>
14	Management system and Health and Safety Strategy review: The Combined Authority should develop a process to regularly review Health and Safety performance, which should be used to identify further opportunities for improvement. This should take the form of individual procedural compliance audits, and overall management system review. The review process, would be the responsibility of the Health and Safety lead, supported by the Chief Executive Officer, the output of which would be an annual compliance report to the Corporate Leadership Team.	P3	n/a	P3 action. Not started.	
15	External supplier compliance reporting: The Combined Authority should require the Managing Agent for 70 Redcliff Street to provide regular compliance status reports that confirm that all delegated responsibilities are being met, and that associated actions are being completed as planned. This report should be provided to the Workplace Support Manager and form part of the Health and Safety dashboard reporting, which would be complied by the Health and Safety lead.	P1		Quarterly strategic review and monthly operational review with managing agent in place, with information being provided on key issues. However, the information being provided still needs to mature, and more work is taking place on refining this.	<p>Refine information and ensure this forms part of the H&S dashboard, the first of which will be shared in Q1 2024/25.</p> <p>Monitor through quarterly meeting with managing agent, alongside the H&S forum and Governance Board.</p>