Somerset West and Taunton

Programme & Project Brief

Basis Details

Number	
Title*	Health & Safety Improvement Programme
Date	November 2021
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Originator-Requestor*	Sean Papworth / James Barrah

1. Programme, Project Description

Outline Summary*	**Introduction and background** An internal review followed by an audit by SWAP (and Building Services Group report) of the current Health & Safety Management System (H & SMS) was undertaken in early summer 2021. This identified major improvement requirements within the existing H & SMS and the existing H & S Committee structure. Also, as a result of a workplace accident in April 2021, it was evident that the current H & S processes were not effective or adequate to provide sufficient protection to the workforce, therefore urgent improvement is necessary. SMT has identified Health & Safety – "Low maturity health and safety management systems" – as a key corporate issue. In response to this, a new improved Corporate Governance H & S Committee structure has been introduced, to: • galvanise and improve the H & S Management System • strengthen decision making • strengthen reporting mechanisms and scorecards • achieve the overall H & S Objective – '***SAFER PEOPLE, SAFER PLACES'*** This 3 tier system is as follows: • **Tier 1 - Governance Leaders (Members/SMT/PFH)** – to steer BAU H & S compliance, ensure deliver of SWT's H & S

Objectives and development action plans, ensure resource and budget
- **Tier 2 - H & S Committee** (*Existing* – consultative / reporting)
- **Tier 2 - Corporate Management Group** *(new)* - to steer decision making and action planning. To ensure actions are delivered within the Directorate Groups and H & S is integrated across the organisation.
- **Tier 3 - H & S Directorate Groups** (*new* - Directors/AD/s Operational Leads/H & S) – steer day-to-day operational H & S, monitor scorecard, address proactive pipeline for H & S.

Health & Safety Improvement Programme
A number of improvement activities have already been delivered, or are currently in progress, however, a programme has been formed to manage a series of projects and initiatives that will ensure the organisation transforms to a new operational state. The programme vision is that:
a strong H & S culture is embedded, and effective management system is integrated across the organisation.
The priority work-streams, projects and initiatives included (initially) in the programme are:
- **Policy** - overall SWT H & S Policy updated to meet the requirements of HSG65 (plus all sub-policies) - the 'H & S management system'
- **Governance & control**
  - To maintain the function of the existing H & S Committee, on a Consultative and Reporting basis
  - To implement a new '3 tier' approach to steer H & S improvements and deliver the over-arching H & S objectives
  - Effective monitoring and reporting (data, scorecards, leading & lagging KPIs)
  - Effective action planning / proactive pipeline management (all activity captured, tracked – and linked to the improvement programme / corporate risks & issues registers)
- **People / HR**
  - Overall 'Duty of care' responsibility
  - Recruitment / new staff (on-boarding & induction)
  - Health / medical conditions / sickness
  - Training / learning & development / records
  - Compliancy - role profiles

	- **Contractor management -** Refine Contractor Management processes, including:
	    o development of over-arching Procurement (& CDM) policy
	    o Centralised contractor database
	    o H & S checks / vetting / audits & reviews / contractor induction / compliance monitoring
	- **Construction Design Management (CDM)**
	    o Identify CDM Duty Holder (and define policy & procedure)
	    o Processes for issuing Construction Phase Plans/PCI and supporting contractors to maintain H & S files (inc handover)
	- **Risk Management and Audit framework**
	    o Risk assessment scoping, catalogue, gap analysis, risk profiling
	    o Develop & implement audit framework
	- **H & S support and systems** (H & S function 'BaU')
	    o Provide H & S consultation and support, guidance on legislation and compliance
	    o Information management (sharepoint / intranet)
	    o Explore best options to automate processes (possible new software – see 'key risks' section)
	
	The detail of these work-streams, projects and activities sits within the programme plan, and H & S action plan.
	
	'Culture' change / development, and communications & engagement will be treated as cross-cutting themes throughout the programme and all work-streams / projects & activities (rather than work-streams in their own right).

Not in Scope	- Local Government Reorganisation (LGR) programme – however it is important that H & S is integrated within the LGR programme, and fully considered within the relevant work-stream(s) or as a 'cross-cutting' theme - *ICT – new software solution (to be confirmed)* - ISO Quality assurance accreditation – however the principles will be applied throughout the programme
Dependencies	- Successful implementation of 3 tiers of governance – leadership, engagement and 'buy-in' of all levels of

	Directors/ADs, Elected Members, Managers and Officers involved. • Inter-dependencies exist between many of the workstreams within the programme – need to be identified and managed throughout the programme (eg CDM and contractor management) • Continued delivery and progress of this improvement programme into 2022/23 is dependent on assurance that the H & S team staff resourcing levels will be carried through (ie approval of revenue budget for 2022/23)
Key Outcomes*	The risks and issues identified through the SWAP audit and internal H & S review are all addressed successfully through the implementation of recommended effective control measures • H & S Policy - an updated, fit for purpose SWT H & S Policy, with relevant sub-policies in a standardised format readily available to all employees • Corporate oversight and a strong 'tone' is set from 'the top' • Corporate governance – effective coverage and consultation, and clarity of responsibility • Risk management is embedded throughout the organisation – the council has a complete view of all H & S risks, and all risk assessments complete, with good awareness and resulting action plans delivered • Effective and robust Contractor and Construction Design Management policy and procedures – all contractors are sufficiently vetted and are aware of / implementing H & S policy & procedures • Everyone (staff, Members, contractors etc) is fully trained in H & S (relevant to roles) • All H & S information is readily and easily accessible • The H & S team / function provides a consistently excellent service with high levels of support and guidance • Accidents, incidents and near misses are minimised / prevented •
Key Preliminary Benefits Targets and measures*	• Low / reduced accidents, incidents and near misses • High level of H & S awareness (all levels), induction, learning & development • Low / reduced sickness levels • Audit assessment moves to full assurance • Insurance cost savings as a result of H & S improvements through a Joint Service Review

2. Business Driver for Change*

Select the link to the corporate strategic aim*	X	How this project supports the delivery of this aim
1.Our Environment and Economy: A low-carbon, clean, green and prosperous district that attracts high quality employment opportunities and encourages healthy lifestyles.		
2.A transparent and customer-focused Council: A Council which informs and engages openly with our stakeholders and which consistently delivers excellent customer services.	X	Delivery of an excellent H & S function – internally (SWT) and externally (eg contractors & partners). Robust and transparent H & S monitoring and reporting.
3.Homes and Communities: A district which offers a choice of good quality homes for our residents, whatever their age and income, in communities where support is available for those who need it.		
4.An Enterprising Council: A financially self-sufficient Council which has expanded its commercial activity and generated more income in order to support service provision.		
5.Other	X	An effective and fit for purpose H & S Management System, with strong compliance and management of risk – overall H & S objective 'Safer People, Safer Places'

3. Budget & Resource Estimation Forecast

Timescale	From November 2021
Targeted End Date	April 2022 (programme activity moves to 'business as usual')
Budget	Approved budget of c£40k for a H & S software solution (NB - decision pending on whether to proceed – ref Risk Register). Staff resourcing plan 2021/22 approved (H & S team, + Programme Manager 6 months) – but 2022/23 pending budget-setting.
Resources - Internal	• H & S team • Programme Manager (4 days per week x 6 months from Nov 2021) • SMT (ref Governance section below)

	• Work-stream / Project Leads (ref Governance section below / Programme Plan)
Resources - Other	

4. Governance* (Who is responsible to deliver? Who this project or programme report to? Who is accountable for the benefits delivery? Who will approve the process steps?)

Project Manager	Various – H & S team, and other Work-stream / project leads *(refer to Programme Plan)*
Programme Manager	Dan Webb
Directorate	Internal Operations (Corporate Services - Assistant Director – Sean Papworth) SP also nominated by SMT as the Corporate 'Issue Manager', (with James Barrah as the Corporate Issue Director)
First Board Member Name	**Tier 1 – SMT / Programme Board** - Strategic Lead / Champion – James Barrah **Tier 1 – Member lead / Champion** - TBC (+ Chair – Audit & Governance Committee – Cllr Lee Baker) (+ Executive Portfolio Holder – Corporate Resources – Cllr Ross Henley)
Second Board Member Name	Tier 2 – Corporate Management Group – Chair – JB Tier 2 – H & S committee – Chair – JB/KL Tier 3 – Directorate H & S groups – Chairs - nominated AD *(see separate H & S committee new governance structure for full list of named attendees)*

5. Quality Control, Issues and Risks

Key Issues/Causes for Concern (already exist)

No	Description	Mitigations and Actions
1	Low maturity health and safety management systems (as identified in H & S audit)	H & S Improvement programme SMT Corporate Issue management
2	H & S team currently under resourced (one H & S Partner post unfilled)	
3		
4		

Key Risks (are possible but haven't happened yet)

No	Description	Mitigations and Actions

1	New ICT software solution – risks depending on whether this is implemented or not	
2	Failure to manage inter-dependencies	Programme management arrangements
3		
4		

6. Approval to Progress*

Board comments and actions to be considered for next gate review

No	Open Comment/ Action / Decision	Action owner
1	SMT / James Barrah approval of Programme Brief (24 Nov)	Sean Papworth
2		
3		
4		

Launch approval gate approved by the board* (a board need to be nominated to approve major gates/milestones. By approving this brief, the board give the authorisation to start the analysis)

Name	Function	Approval Date	Reference to approval (signatures, meeting minutes, e-mail)

Document Template Version Control For PMO

Name	Programme Project Brief Template
Owner	Sophie Morvany
Classification	Non-Classify

Version	Date	Status (Draft, Approved, Shared)	Author	Change Description
V1.0	07/2020	Shared	Trudi Cox	Initial template
V2.0	01/2021	Draft	Sophie Morvany	Clarification of cost vs benefits realisation, link to business driver for change, governance with approval, version control)