

MANAGEMENT BOARD
Safety Management Update
Paper from the Head of Parliamentary Safety

Purpose of Paper

1. This paper provides the Management Board of both Houses with an update on the implementation of the recommendations in the “Safety Risk Management – Process Design and Implementation Review” (Deloitte Report, July 2014)

Action for the Board

2. The Boards are invited to take note of the progress made, the items for completion and the next steps.

Background

3. Deloitte recommended a number of actions including increasing developing engagement and understanding in staff, improving the procurement process, better risk management and more robust reporting on key performance indicators. An action plan was submitted to the Audit Committee and an update provided for the January meeting of the Joint Committee.
4. The Management Boards of both Houses were last updated in January 2015.

Progress in Implementing the Deloitte Action Plan

5. The majority of recommendations have been acted upon and are now being embedded into business as usual; further information is given in Annex A.
6. Three outstanding recommendations remain;-

- a. **Parliamentary Safety Assurance Committee to develop a programme which aims to improve the perceptions and culture around safety (Recommendation 3.2).** Several discussions related to possible approaches to culture change have taken place and PSAC have agreed that to identify and prioritise the change management elements required, we need to understand the culture. PSAC are considering the Health and Safety Laboratory's safety climate tool¹ to see if it will provide the required insight and understanding; a presentation has been arranged for early May. If PSAC is content with using this tool, a culture/change programme will be devised by PST and the Change team.
Revised target date for production of programme timetable July 2015
- b. **Arrangements to be established to enable those with responsibility for contractor management to clearly understand their roles and responsibilities (Recommendation 3.6Ci).** Independent consultants Turner and Townsend are undertaking a review of contractor management arrangements on behalf of PED. Once they report back (May 2015) the Parliamentary Safety Team will work with PED to develop clarity based on the RACI model (Responsible, Accountable, Consulted and Informed). A programme will be rolled out to enable those with responsibility for contractor management to clearly understand their roles and responsibilities for ensuring contractors are properly managed and adhere to their safety duties.
Revised target date for production of programme timetable July 2015
- c. **Establish a recognition system to reward and reinforce good behaviours and performance (Recommendation 3.8v).** The Parliamentary Safety Team have benchmarked with several organisations; all have stressed the importance of detailed preparatory work to ensure success. It is felt that this work needs considerable development and buy in from the House Authorities and will be linked in to the "cultural" and "communications" strands.
Revised target date for the development of an agreed system October 2015

Next Steps

7. During 2015-16, the Parliamentary Safety Team will work with the House Authorities to;

¹More information is available at <http://www.hsl.gov.uk/products/safety-climate-tool>

- a. develop and deliver a programme to improve the perceptions and culture around safety,
 - b. roll out a communications programme to increase staff knowledge and ownership of safety risk management (this will include issues surrounding contractor management),
 - c. develop an inspection and audit plan to review performance across Departments and Offices,
 - d. establish a recognition and reward system.
8. It would be beneficial if messages related to the culture change programme were owned by the Management Board and not the Parliamentary Safety Team, to promote the idea that safety should be integrated into the business and is influenced from the top.

Dr Marianne McDougall

Head of Parliamentary Safety

6th April 2015

Safety Risk Management – Process Design and Implementation Review

PROGRESS UPDATE: 31st March 2015

RAG status Definition

Status	Definition	Action
Action complete	Action complete	None
On target	The workstream is on target to succeed. The timeline/objectives are within plan	None
At risk	The workstream has a problem but action is being taken to resolve this OR a potential problem has been identified and no action may be taken at this time but it is being carefully monitored. The timeline/ cost/objectives may be at risk	Raise awareness to the Project Board. Consider measures to control the problem
Off track	The project requires remedial action to achieve objectives. The timeline/cost/objectives are at risk	Raise to the Project Board. Agreed plan (budget, time or scope changes) needs to be adjusted

3.1	Ownership and governance	Priority : Fundamental	
	Agreed management action	Implementation	
A. Line management responsibilities		Manager responsible	Completion date
i.	The Parliamentary Safety Team will develop clarity on line management responsibility based on the RACI model (Responsible, Accountable, Consulted and Informed). <i>A paper was presented for discussion at PSAC in February. It was agreed that the combined safety policy (issued post-Deloitte) clarified responsibilities and accountabilities adequately. PST will work with PED to produce a specific RACI model to illustrate compliance with the revised Construction Regulations (CDM-2015) when the current review of arrangements (by Turner and Townsend) has made its recommendations (May 2015)</i>	Head of Safety Team	31 December 2014
ii.	The Parliamentary Safety team will communicate this model through appropriate channels. <i>PST and Communications teams (HoL and HoC) discussed in meeting of 3rd March and it was agreed that information regarding responsibilities to be rolled out to managers in new parliamentary year.</i>	Head of Safety Team	31 March 2015
iii.	Spot checks will be carried out by the Parliamentary Safety Team to ensure that line managers are aware of their responsibilities <i>Undertaken as part of assurance process. Line managers are aware of their broad responsibilities, but there are areas of risk which do not appear to be "owned" by anyone. Addressed in 2015-16 action plan</i>	Head of Safety Team	31 March 2015
iv.	Compliance with developed training on key areas of responsibility will be monitored.	Head of Safety Team	30 November 2014

<i>Undertaken as part of assurance process; PST and L&D working together to monitor and review take up of courses, attendance levels etc</i>			
v.	The Parliamentary Safety team will consider how best to develop a training log in line with the agreed management actions detailed in 3.3. <i>The on-line training system and course attendance details will be used to record the information; PST are working with safety co-ordinators to help them develop local arrangements where necessary.</i>	Head of Safety Team	31 March 2015
B Management board and H&S responsibilities			
i.	The Parliamentary Safety Team will work with the Communications team to articulate Board member responsibilities and what this means for risk management for safety to all staff. <i>Board member responsibilities clarified by the combined H&S policy, issued 01 July 14. Paper issued to PSAC in Feb articulating these responsibilities for managing risk was agreed in principle but required rewording of the vision and guiding principles for H&S. Once agreed this will form the cornerstone for future communications.</i>	Head of Safety Team	31 December 2014
ii.	The one page commitment in section 3 of the Combined Safety Policy will be adapted and issued to all staff. It will state Parliament's commitment to managing Health and Safety. <i>One page commitment on safety pages of the intranet. Wider circulation agreed with the Communications team on 3rd March</i>	Head of Safety Team	31 December 2014
C Department/office H&S management and responsibilities			
i.	The Parliamentary safety team will develop a RACI chart which will define department/office responsibilities and where specific safety responsibilities lie. This will be communicated to all staff <i>Generic RACI chart produced: workgroups to allocate responsibilities to named individuals as appropriate. To be circulated to safety co-ordinators and then to all staff as part of the Communications plan</i>	Head of Safety Team	31 March 2015
3.2	Culture	Priority : Fundamental	
Agreed management actions		Implementation	
		Manager responsible	Completion date
i.	The Parliamentary Safety Team will develop a paper advising on the best way to focus a change management programme; whether it needs to focus on all departments and offices or be more targeted. The paper will also cover the consequences of non-adherence to safety requirements. <i>The Change team helped PST to draft an outline change management programme (October 2014). This was refined and a more detailed paper submitted for discussion at PSAC. It was agreed that the continued assistance of the Change Team (HoC) was essential.</i>	Director General HR&C (HoC) and Director of HR (HoL)	31 December 2014
ii.	Following this paper the Parliamentary Safety Assurance Committee will develop a programme which aims to improve the perceptions and culture around safety. It will include key deliverables, tasks, responsibilities and activities. <i>Programme to be developed when PSAC have agreed a final way forward. PSAC are interested in the</i>	Director General HR&C (HoC) and Director of HR (HoL)	1 January 2015 Suggested revised target date July

	<i>Safety Climate tool, developed by HSE and a presentation has been arranged to PSAC in April. If PSAC is content with using this tool, a culture/change programme will be devised by PST and the Change team.</i>		2015
iii.	The Parliamentary Safety Team will review the options for working towards a national or international certification to a H&S standard. It will present an options paper to the Parliamentary Safety Assurance Committee which outlines these options and which may include an assessment of Parliament's readiness for such a certification. <i>Options reviewed. Paper to be presented to PSAC in first meeting of financial year 15-16</i>	Director General HR&C (HoC) and Director of HR (HoL)	30 April 2015
3.3	H&S Training	Priority : Fundamental	
	Agreed management actions	Implementation	
		Manager responsible	Completion date
	A. Training plans The Parliamentary Safety Team will develop, in conjunction with the Learning and Development teams in both Houses, a mandatory training programme for safety coordinators and key senior managers. The Parliamentary Safety team will monitor compliance with the programme. <i>Draft mandatory programme devised. Mini – tender written and will be sent out for response in April/May</i>	Heads of Safety Team & People Development	31 March 2015
	B Inductions The Parliamentary Safety team will review the basic Health and Safety induction programme and refresh it in relation to Parliament's safety specific risks and procedures. The team will also review the possibility of specific inductions for high-risk areas.	Heads of Safety Team & People Development	31 July 2015
	C Refresher training The Parliamentary Safety Team will ensure that refresher training is available for key roles and those working on high safety risk projects and activities.	Heads of Safety Team & People Development	31 July 2015
3.4	Support functions	Priority : Fundamental	
	Agreed management action	Implementation	
		Manager responsible	Completion date
	A The Safety team: Implementation of aspects of H&S system		
i.	The Parliamentary Safety Team will consider the implementation of the change management programme referenced in 3.2.A <i>Paper discussed at PSAC, 23rd Feb. Agreed that to identify and prioritise the change management elements required, we need to understand the culture. Hence PSAC's decision to consider HSL's safety climate tool to see if it will provide the required insight and understanding.</i>	Head of Safety Team	31 January 2015
	Operating effectiveness of aspects of H&S system		
ii.	The Parliamentary Safety team will develop inspection and monitoring plans which will improve checking, performance reviews, measurement and monitoring and will set targets for completion in line with responses	Head of Safety Team	31 December 2014

	to other recommendations. <i>Programme underway to take us to end March 2015; programme for 2015-16 developed.</i>		
iii.	The Head of the Parliamentary Safety team will review the roles within the safety team against 'design', 'implementation', and 'operating effectiveness' to ensure that there are appropriate and well-defined responsibilities relating to these three facets. They will report to the Director General of HR and Change (HoC) and Director of HR (HoL) on this work. <i>JDs reviewed for the team, responsibilities will be added to intranet pages when team is up to complement</i>	Head of Safety Team	31 December 2014
iv.	Resourcing. The Director General of HR and Change (HoC) will review the matter of additional resourcing within the Safety, Health and Wellbeing Team specifically to focus on operating effectiveness and on-the-ground support. It is noted that to maximise effectiveness these resources will need to be active and visible within high-risk business areas such as PED. Additional funds have been agreed from 2015 and the Director General of HR and Change (HoC) and Director of HR (HoL) will consider options for accelerated funding. <i>B1H1 postholder to start 20th April. First recruitment exercise for B2 posts unsuccessful– advert reworked job offers have been made to two individuals. PST continued to work with increased complement by using one casual member of staff and one safety consultant.</i>	Director General of HR and Change (HoC)	Early 2015
B	Construction and Design Management The CDM co-ordinators will be encouraged to provide guidance and support on specialist construction programmes as they are the most appropriate people to do so. The assistance they can provide will be communicated to line managers and their staff <i>Acting PDE has taken this action forward</i>	Deputy PDE & Head of Safety Team	Immediate
C	Annual Health and Safety Plan A health and safety plan will be developed by the Parliamentary Safety Team which reflects the objectives and programmes in delivering on process design, implementation and operating effectiveness. It will cover inspections, reporting, checking, training and policy and guidance awareness. The plan will be developed in consultation with the Parliamentary Safety Assurance Committee and the Safety, Health and Wellbeing team will report to the Committee each year on achievement against plan. <i>Detailed plan for first quarter of 2015-16 devised. Outline plan for rest of year as it is dependent on a) PST being up to complement and b) the outcome of a Construction Management review by PED, due to report in May 2015</i>	Head of Safety Team	31 March 2015
3.5	Performance and measurement	Priority : Fundamental	
	Agreed management actions	Implementation	
		Manager responsible	Completion date
A	Inspections and audits The Parliamentary Safety team will develop an audit plan which details a timetable to review performance across departments and offices. This plan will consider whether to conduct the audit plan at departmental/office level, a Safety, Health and Wellbeing team level or Parliamentary Safety Assurance Committee level, or some combination. <i>Audit plan for 2014-15 just coming to an end – plan for 2015-16 being</i>	Head of Safety Team	December 2014 then annually each spring

<i>developed and is linked to the outcome of the safety assurance exercise for 2014-15</i>			
B Incident reporting			
i.	The Parliamentary Safety team will ensure that monthly incident reporting updates and reminders will be conducted and sent to all staff through appropriate communication platforms. This reporting will link into the annual plan. The existing monthly accident reports will be reviewed to fulfil this function. <i>PST set up working group of safety co-ordinators to revise the report and distribution list. New style doc to be issued from reporting month April 2015</i>	Head of Safety Team	December 2014
ii.	Line managers will be provided with regular communications which remind them of the incident reporting and investigation process. This will be done in line with the work on monthly incident reporting in action 3.5.B.i. <i>Sent via safety co-ordinators. Regular communications to commence in financial year 2015-16</i>	Head of Safety Team	December 2014
iii.	The Parliamentary Safety Team will review the consequences of not reporting incidents or accidents. It will make a recommendation to the Parliamentary Safety Assurance Committee for a proportionate response to non-reporting designed to encourage rather than sanction. <i>Discussed at PSAC meeting in February; all safety co-ordinators reminded of the consequences etc. in an email and also at meeting in March. Message to feature as part of the communications programme</i>	Head of Safety Team	December 2014
C Key performance indicators. The Parliamentary Safety team will seek further feedback from Deloitte on how to develop a set of leading and lagging indicators. This will enable the team to better track and measure performance and form a basis for indicators to be checked during audits and inspections. The indicators will be included in the annual report. <i>Deloitte feedback noted.</i>		Head of Safety Team	March 2015
3.6	Contractor management	Priority : Fundamental	
	Agreed management actions	Implementation	
		Manager responsible	Completion date
A	Contractor training. The Parliamentary Safety team along with a nominated person from PED will pilot a training course to ensure that contractors take responsibility for compliance with the safety policies which apply on the Parliamentary Estate. This is in order to ensure that each individual employer for contractors conducts their Health and Safety Training effectively <i>initial course ran in autumn 2014. To be added to training portfolio</i>	Head of Safety Team	January 2015
B	Contractor's handbook will be revised with input from the SHWS. It is currently in the final draft stage and will be agreed as soon as possible. The new handbook will be distributed to all contractors working at Parliament. <i>Booklet due to be sent to printers</i>	Deputy PDE & Head of Safety Team	immediate
C Control of Contractors			
i.	Once the RACI chart for PED is finalised the Parliamentary Safety Team will ensure that those with responsibility for contractor management clearly understand their roles and that they are held responsible for ensuring contractors are kept up to date on their safety duties. <i>See 3.1i Work will progress when the review of contractor management/legislative compliance commissioned by PED (the Tuner and Townsend</i>	Head of Safety Team	Immediate Suggested revised date July 2015

	<i>review) reports back in May 2015</i>		
ii.	The Control of Contractors supplement will be completed and finalised with high priority. <i>Complete and issued in August 2014</i>	Head of Safety Team	immediate
iii.	Specific consequences will be developed on what happens when there is a breach of key safety requirements by contractors. <i>Should this situation come to light, an investigation panel will be established which will recommend actions to the contract manager</i>	Head of Safety Team	immediate
D Procurement management of contractors			
i.	The Parliamentary Safety team will work alongside Facilities and Finance to revise contractual documentation so that it will specify H&S requirements contractors are to abide by and include a consequence for deviation from this.	Head of Safety Team and PPCS	1 Year timetable
ii.	The contractual documentation will include a clause on removing financial liability for lost time to Corporate Officers/ Parliament in the event a contractor has to have their work halted because of a H&S breach on their part.	Head of Safety Team and PPCS	1 Year timetable
iii.	A more rigorous H&S vetting approach/assessment will be carried out of contractors at procurement level. A checklist of requirements will be developed jointly by the procurement team and SHWS. Regular to check compliance to Parliament H&S requirements and current legal requirements will be conducted.	Head of Safety Team and PPCS	1 Year timetable
E Signage Clear signage will be provided on specific H&S rules and regulations which apply when working on specific sites, and any restrictions, with clear consequence for non-adherence.		Director General of Facilities	Immediate
3.7	Policies and procedures	Priority : Significant	
	Recommendations	Manager responsible	Completion date
A	Supporting policy/ guidance documentation The Parliamentary Safety Team will assign responsibility within the safety team to manage key H&S related policy and guidance documentation in consultation with relevant teams. For those areas where other teams are responsible for providing guidance. The responsible team member will liaise with the relevant team to ensure they play a role in keeping documentation up to date including the development of new H&S policy or procedure documentation.	Head of Safety Team	March 2015
B	Risk assessments The Parliamentary Safety Team will conduct an inventory across departments and offices on what risk assessments have been done and whether these have been uploaded onto the Assessnet portal. This inventory will focus on the team activities and related risk assessments currently available, any gaps within risk assessments and whether paper risk assessments (in areas such as the workshops) have been entered and uploaded onto the Assessnet portal. The inventory will also check if clear team and directorate action plans on risk assessment development have been created.	Head of Safety Team	July 2015

C Assessnet There is a scan option available on Assessnet for more specific and data heavy risk assessments that may be used for by some teams for cleaning activities and in the Parliamentary Archives. The Parliamentary Safety Team will send a reminder to risk assessors with an offer for further training if needed		Head of Safety Team	immediate
3.8	Staff engagement on safety	Priority : Significant	
	Recommendations	Manager responsible	Completion date
i.	The Parliamentary Safety team will remind staff to use regular internal team meetings to provide H&S updates (this will need to be included in line managers' responsibility under the department/office RACI chart).	Head of Safety Team	31 December 2014
ii.	Specific safety coordinator meetings will be held for all safety coordinators in Parliament. The minutes from the safety coordinator meetings will be communicated to the SHWS team and also to the H&S committees. <i>Held termly</i>	Head of Safety Team	31 December 2014
iii.	Consideration will be given to increasing the number of safety coordinators in the House of Commons and possibly implementing the House of Lords model of a safety representative for each smaller officer. <i>Co-ordinators report that they are content with the number of safety co-ordinators</i>	Chair of HoC safety committee	31 December 2014
iv.	A summary version of the combined Parliament and Health and Safety Policy will be developed and posted where staff can see it. <i>Summary version on line – to discuss further promulgation with Comms teams on 3rd March</i>	Head of Safety Team	31 December 2014
v.	A recognition system will be set up which rewards and reinforces good behaviours and performance. <i>Benchmarked with several organisations and several options identified. To be developed further in 2015-16 and tied up with the work on improving communications. Revised target date for roll out Oct 2015</i>	Head of Safety Team	31 March 2015 (revised date Oct 2015)