

No.	Issue Arising	Recommendation	Agreed Action	Responsible Person(s)	Target Date	Progress Update	Status / Target Date
2.1 (a)	<p>Safety, Health and Environment Committees</p> <p>As part of the proposed reporting arrangements, we note that a new Safety, Health and Environment (SHE) Strategic Committee will be established. Currently, the supporting diagram shows the SHE Strategic Committee as accountable and reporting to the Health and Safety Lead Director Integrated Network Services responsible for WMCA wide health and safety and the operational Health and Safety Team.</p> <p>Whilst the membership and terms of reference were yet to be established, the current proposed reporting structure for the SHE Strategic Committee may not facilitate an appropriate level of challenge or support delivery of strategic direction if not aligned or made directly accountable to the TfWM Managing Director as WMCA Executive Health and Safety Lead or to the WMCA Leadership Board.</p>	<p>As part of the consultation process for the proposed health and safety arrangements, review should be included to determine at which level of the organisation the SHE Strategic Committee and SHE Committee should sit to facilitate the appropriate level of challenge, effective escalation of issues where required, and support delivery of strategic direction i.e. through alignment and accountability to the TfWM Managing Director as WMCA Executive Health and Safety Lead or directly to the WMCA Leadership Board.</p>	<p>The consultation process is ongoing. Supporting diagram in relation to the proposed reporting arrangements has been updated to show alignment and accountability of SHE Strategic Committee (SHESC) to the WMCA Leadership Board via the TfWM Managing Director as WMCA Executive Health and Safety Lead as per recommendation.</p>	<p>Ben Gittings - Health and Safety Manager Pete Bond - Health and Safety Lead, Director of Integrated Network Services</p>	31/12/2018	<p>The consultation process is now complete. Supporting diagram in relation to the reporting arrangements has been updated to show alignment and accountability of SHE Strategic Committee to the WMCA Strategic Leadership Team (SLT). The existing SHE Committee is retained at its current level.</p>	Complete 10/12/2018
2.1 (b)	<p>Environment Committee (SHE Committee) will report into the new SHE Strategic Committee. However, the proposed reporting structure did not clearly reflect lines of reporting and accountability between the SHE Strategic Committee and the SHE Committee.</p> <p>Considering the regulatory requirement to constitute a SHE Committee, there is a need to ensure accountability for the effective operation of the SHE Committee is clearly assigned within governance arrangements.</p> <p>We noted that not all current members of the SHE Committee had attained an appropriate level of training as required by the terms of reference (i.e. within a one-year time frame of becoming a Committee member) However, the newly appointed Health and Safety Manager had confirmed that in addition to himself, several of the current members held relevant professional qualifications. We were further advised that SHE Committee members will be required to attain Institute of Occupational Safety and Health Managing Safely training as a minimum, and that training will be introduced once the review of the SHE Committee membership had been completed and all new members have been appointed.</p>	<p>Once the proposed arrangements have been approved, appropriate terms of reference should be established for the SHE Strategic Committee and the SHE Committee that clearly reflect revised lines of reporting and accountability between the two Committees as well as to other governance boards.</p>	<p>Terms of Reference for the SHESC to be established. Terms of Reference for SHEC to be reviewed and updated to reflect revised reporting lines and accountabilities.</p>	<p>Ben Gittings - Health and Safety Manager</p>	31/12/2018	<p>Terms of Reference are currently being finalised in preparation for the inaugural meeting of the SHE Strategic Committee on 17th January 2019.</p>	In Progress 17/01/2019
2.1 (c)	<p>The status of the SHE Committee as a regulatory requirement should be clearly communicated and evidenced as such within governance and policy documentation.</p> <p>Further review of applicable governance documentation to be undertaken and revised as necessary.</p>	<p>Draft WMCA Safety Management System (Section SMS 4.0) and associated policies and documentation clearly outline the statutory requirements in relation to Committees, namely:</p> <ul style="list-style-type: none"> - Safety Representatives and Safety Committees Regulations 1977 (as amended); - Health and Safety (Consultation with Employees) Regulations 1996 (as amended). 	<p>Ben Gittings – Health and Safety Manager and Pete Bond - Health and Safety Lead, Director of Integrated Network Services in liaison with Tim Martin, Head of Governance</p>	31/12/2018	<p>Draft WMCA Safety Management System (Section SMS 4.0) and associated policies and documentation outlining the statutory requirements in relation to Committees to be made live and issued as part of wider roll-out of new SMS in Q4 2018/19.</p> <p>Review of applicable governance documentation to be undertaken by Governance Services during Q4 2018/19.</p>	In Progress 31/03/2019	
2.1 (d)	<p>The lines of independent reporting and accountability between the WMCA Health and Safety Team and the SHE Strategic Committee (as distinct from its line management reporting within TfWM) should be clearly documented within terms of reference.</p>	<p>Lines of independent reporting and accountability between WMCA Health and Safety Team and SHESC to be clearly defined within SHESC Terms of Reference.</p>	<p>Ben Gittings – Health and Safety Manager</p>	31/12/2018	<p>Terms of Reference are currently being finalised in preparation for the inaugural meeting of the SHE Strategic Committee on 17th January 2019. These will clearly define lines of independent reporting and accountability between WMCA Health and Safety Team and SHE Strategic Committee.</p>	In Progress 17/01/2019	
2.1 (e)	<p>Specific responsibility for ensuring that the SHE Committee operates effectively and in accordance with all relevant Regulations should be clearly assigned to a Senior Responsible Officer.</p>	<p>Senior Responsible Officer to be identified and appointed to ensure ongoing compliance and effective operation of SHESC/SHEC.</p>	<p>Pete Bond - Health and Safety Lead, Director of Integrated Network Services in liaison with Tim Martin, Head of Governance</p>	31/12/2018	<p>Process for identification of Senior Responsible Officer to be agenda item at inaugural SHE Strategic Committee on 17th January 2019.</p>	In Progress 31/01/2019	

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2.1 (f)	<p>Implication: Governance arrangements may not be fully effective in achievement of objectives if not clearly defined and established.</p>	Once the proposed reporting arrangements have been approved and new membership appointed, action should be taken to ensure that all members of the SHE Committee have or will attain the appropriate level of training in accordance with Regulation and within one year of becoming a member.	It will be ensured that all members of the revised SHE Committee membership have or will attain the appropriate level of training within one year of becoming a member.	Ben Gittings – Health and Safety Manager	31/12/2018	<p>A full review of the membership of the existing SHE Committee to ensure sufficient coverage from employee representatives from across the organisations activities has been undertaken and completed in December 2018.</p> <p>Training provider has been contacted to establish potential training dates for IOSH Managing Safely courses within the next 6 months to ensure all members of the SHE Committee have attained the appropriate level of training.</p>	In Progress 30/06/2019
2.2 (a)	<p>Directors’ roles and responsibilities Whilst the current and proposed Health and Safety Policy included the roles and responsibilities of Directors, we found that contracts of employment may not make specific reference to Health and Safety.</p> <p>We further understand that a Health and Safety Overview to provide a level of Health and Safety knowledge commensurate to the roles and responsibilities of Directors had been scheduled but that this training had not been made mandatory.</p>	Contracts of employment should include reference to Health and Safety responsibilities where the post holder (i.e. Executive and Non-Executive Directors) has overall responsibility for ensuring compliance with Health and Safety legislation and policy.	To be reviewed in liaison with Human Resources and Organisation Development.	Pete Bond - Health and Safety Lead, Director of Integrated Network Services in liaison with Tracy Walters – Head of Human Resources and Organisation Development	31/12/2018	Review of applicable contracts of employment is to be undertaken with assistance of HR & OD in Q4 2018/19.	Scheduled 31/03/2019
2.2 (b)	<p>Implication: Roles and responsibilities may not be fully undertaken if appropriate training has not been undertaken.</p>	Considering the above and in accordance with the proposed Health and Safety policy, training should be made mandatory for all Directors of the WMCA.	Health and Safety Overview for Directors training scheduled for 20th & 25th September 2018. Attendance strongly encouraged and subject to monitoring by Head of Human Resource & Organisation Development. Directors who fail to attend are to be provided with training later within the next six months.	Ben Gittings – Health and Safety Manager in liaison with Tracy Walters - Head of Human Resources and Organisation Development	31/12/2018	<p>QSS delivered <i>H&S Overview for Directors</i> to TfWM Directors on 20th September 2018.</p> <p>Steve Sumner OBE CFIOSH scheduled to deliver H&S Overview for Directors course to the WMCA Senior Leadership Team on 9th January 2019.</p> <p>Pete Bond (Nominated Director Responsible for H&S) to attend NEBOSH National General Certificate in OSH course in March 2019.</p>	In Progress 09/01/2019 March 2019
2.3 (a)	<p>Governance Arrangements We noted that whilst roles and responsibilities across the organisation were detailed within existing and proposed policy, and current delegations were stipulated within the proposed policy, these had not been clearly referenced to date within the WMCA Constitution or the terms of reference for the various boards including the WMCA Board.</p> <p>Whilst it was clear that WMCA wide reporting was presented to the TfWM Board, the terms of reference for the TfWM Board only referred to responsibility for “oversight of transport related health & safety requirements and network resilience issues”. The dual role of the TfWM Board had not been explicitly</p>	<p>All terms of reference should be reviewed to ensure include clear reference to roles and responsibilities as stipulated within the proposed Health and Safety Policy (once ratified), including (but not limited to):</p> <ul style="list-style-type: none"> - WMCA Board - WMCA Leadership Board - All Portfolio boards (i.e. Executive Director level boards equivalent to the TfWM Board for example) - All Portfolio operational boards (i.e. equivalent to Transport Operations Board for example). 	Governance Services to assist in a review of all Terms of Reference ensuring that they are aligned to the responsibilities as stipulated within the Health and Safety Policy.	Pete Bond - Health and Safety Lead, Director of Integrated Network Services in liaison with Tim Martin, Head of Governance	31/12/2018	<p>Review of applicable TORs to be undertaken with assistance of Governance Services during Q4 2018/19.</p> <p>A more accurate timescale for any updates to TORs to ensure they contain H&S, taking into account associated approval processes, will be established following the review.</p>	Scheduled 31/03/2019

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2.3 (b)	<p>reflected within the terms of reference.</p> <p>We also noted that the proposed reporting structure whilst refers to the Executive and Non-Executive Health and Safety Lead roles, these could be made more explicit as distinct roles separate to their specific TfWM Roles both within the proposed reporting structure and TfWM Board terms of reference.</p> <p>Implication: Governance documents may not clearly reflect the Health and Safety arrangements in operation or proposed.</p>	Action should be taken to ensure reference to Health and Safety responsibilities and any delegations under the Health and Safety policy are included in the WMCA Constitution in liaison with Governance Services.	Governance Services to ensure reference to H&S responsibilities and any delegations under the Health and Safety policy are included in the WMCA Constitution.	Pete Bond - Health and Safety Lead, Director of Integrated Network Services in liaison with Tim Martin, Head of Governance Services	31/12/2018	<p>Governance Services will ensure that responsibilities and any delegations under the Health and Safety policy will be included in the WMCA Constitution once the updated H&S Policy has been ratified. Pete Bond is to submit the Policy to Deborah Cadman OBE for review and sign-off prior to 31/12/18.</p> <p>Governance Services have confirmed that the constitution is regularly updated in line with significant changes to WMCA. An update is currently being prepared to include WMFS. If it is not possible to include reference to H&S within this update it will be held and incorporated into the next revision.</p>	Scheduled 31/03/2019
2.3 (c)		The terms of reference for the TfWM Board should clearly refer to the dual role and responsibilities undertaken with specific reference to the Executive and Non-Executive Safety Lead roles, regarding both TfWM specific health and safety issues and wider organisational issues as well as any specific issues relating to other WMCA portfolios.	Governance Services to assist TfWM Board in update of Terms of Reference to ensure the dual roles of Executive Director and Director Health and Safety Lead roles are clearly defined.	Pete Bond - Health and Safety Lead, Director of Integrated Network Services in liaison with Tim Martin, Head of Governance	31/12/2018	<p>Review of TfWM Board and Transport Ops Board TORs to be undertaken with assistance of Governance Services during Q4 2018/19.</p> <p>Since the internal audit a Corporate Management Team (CMT) has been established which will now also receive monthly Health & Safety reporting and updates.</p>	Scheduled 31/03/2019
2.4 (a)	<p>Health and Safety reporting and action tracking</p> <p>We found that whilst regular reporting was undertaken and presented to the relevant TfWM Boards for their consideration and noting, review of TfWM Board minutes for the period January 2018 to June 2018 identified that the minutes required enhancement to more explicitly reflect the Board's wider remit for WMCA Health and Safety, consideration of wider WMCA issues contained within Health and Safety reports and progression of actions relating to non-TfWM matters.</p> <p>We noted that the report recommended noting of TfWM dashboards only, although non-TfWM areas were covered in the report.</p> <p>We also found that a formal action plan to support the Health and Safety report was yet to be established. However, it was clear that TfWM related actions and issues which made up most of the report were minuted and captured as actions where required by the Transport Operations Board</p> <p>Implication:</p> <ul style="list-style-type: none"> - Records may not clearly evidence the governance and scrutiny undertaken and may be difficult to demonstrate in the event of query or challenge. - Actions required by specific portfolios or by the organisation may not be progressed or completed. 	Minutes or other records of meetings should clearly evidence the governance, scrutiny undertaken and review of Health and Safety reporting as demonstration that assigned roles and responsibilities are being undertaken. This should be undertaken at all relevant Board meetings throughout and at all levels of the governance arrangements for Health and Safety.	Governance Services (or those responsible for the records of each forum) to ensure minutes and other records of meetings provide sufficient documentary evidence of consideration and scrutiny of Health and Safety reporting.	Pete Bond - Health and Safety Lead, Director of Integrated Network Services in liaison with Tim Martin – Head of Governance	31/12/2018	<p>It is confirmed that minutes of the following forums contain evidence of consideration and scrutiny of Health & Safety matters:</p> <ul style="list-style-type: none"> - WMCA SLT Board - TfWM Board - Metro Board - Transport Operations Board - SHE Committee - Audit, Risk and Assurance Committee <p>Review of minutes and other records for other forums is to be undertaken by Governance Services in Q4 2018/19.</p>	In Progress 31/03/2019
2.4 (b)		The current format of and recommendations made within the monthly and quarterly Health and Safety reports should be reviewed to ensure that they fully support the WMCA wide Health and Safety role and can be presented to each operational and director level portfolio Board as currently undertaken for TfWM.	Options for the structure, format, recommendations and associated action plan for monthly and quarterly Health and Safety reports are currently under review by the H&S Manager. It is intended the revised report and action format will successfully implement the criteria set out in the recommendation.	Ben Gittings – Health and Safety Manager	31/12/2018	<p>WMCA Health & Safety Board report structure revised to better identify the issues relevant to the various areas of the organisation. Structure as below:</p> <p>Section A: West Midlands Combined Authority</p> <p>Section B: Transport for West Midlands</p> <p>Section C: Corporate Services (incorporating 16 Summer Lane)</p> <p>Section D: Audit and Inspection Programme</p> <p>Section E: Health and Safety Board Report Action Log</p>	Complete 03/09/2018

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2.4 (c)		<p>As part of current development of engagement with all portfolios within the WMCA, the Health and Safety report should be submitted to the operational and director level boards for each portfolio to support Executive and Non-Executive Directors in fulfilling their responsibility for ensuring compliance with Health and Safety legislation and policy as specified in the proposed Health and Safety Policy.</p> <p>The reporting mechanism should be used as a vehicle to engage with new portfolios and initiate discussions of any potential Health and Safety implications of new programmes, initiatives and service development.</p>				<p>Efforts to further develop engagement and effective communication on Health and Safety matters across all areas of the WMCA being undertaken.</p> <p>Quarterly Health & Safety Board Report provided to WMCA SLT and presented by Pete Bond, Director Responsible for H&S.</p> <p>Monthly Health & Safety Board Report now issued to all members of the WMCA SLT and presented by Ben Gittings, Health & Safety Manager to TfWM Board and Transport Ops Board. Where other applicable Boards are established, the report will also be provided and presented.</p>	Complete 08/10/2018
2.4 (d)		<p>An action plan should be developed to accompany the Health and Safety reporting to capture:</p> <ul style="list-style-type: none"> - Actions for specific portfolios with responsible officers and target dates. - Actions relating to Health and Safety guidance or advice that all portfolios (including TfWM) across the organisation should address. 				<p>WMCA Health & Safety Board report now incorporates an Action Log (Section E) as per recommendation highlighting any action pertaining to the report, responsible officers and target dates.</p>	Complete 03/09/2018
2.5 (a)	<p>Escalation routes and exception reporting</p> <p>We found that regular reporting by the Health and Safety Team included details of specific incidents, actions taken to date as part of their standard operational processes and any further actions required as well as any engagement with external organisations where relevant.</p> <p>Whilst these reports were presented at Transport Operations Board through to TfWM Board and more recently to WMCA Leadership, criteria or thresholds for escalating incidents required formalising</p>	<p>Escalation routes for specific incident and issues as part of exception reporting outside of regular reporting should be clearly defined and established within the proposed Health and Safety arrangements. This could include a framework of criteria or thresholds against which assessment is made to determine the reporting route for specific incidents and issues.</p>	<p>Draft SMS supporting document <i>SMS 04.5 Health and Safety Reporting</i> provides guidance and sets out the arrangements for Health and Safety reporting within the WMCA including annual, quarterly, monthly and exception reporting, along with the audience and methods of delivery. The draft document will be expanded to include a framework of criteria for exception reporting as recommended.</p>	Ben Gittings – Health and Safety Manager	31/12/2018	<p>Draft SMS supporting document <i>SMS 04.6 Health and Safety Reporting</i> to be expanded to include a framework of criteria for exception reporting and made live and issued as part of wider roll-out of new SMS in Q4 2018/19.</p>	In Progress 31/03/2019

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2.5 (b)	<p>for escalating incidents required for raising.</p> <p>The Health and Safety Manager advised that escalation of specific incidents outside the regular reporting undertaken would be based on an assessment of risks impacting on the WMCA and whether that required escalation as far as the WMCA Board.</p> <p>We also note that the proposed reporting arrangements required clearer definition of escalation routes between operational and strategic levels of governance. The current terms of reference for the SHE Committee stated that it could make recommendations to relevant Boards and Committees on areas within its remit and determine any issues that need escalating to the Chief Executive. However, the proposed reporting structure and the proposed Health and Safety policy stated that their route for escalation of issues will be to the SHE Strategic Committee.</p> <p>Implication: It may be difficult to demonstrate the basis for reporting and escalation in the event of query or challenge regarding specific incidents.</p>	Clarity regarding the routes of escalation for the Health and Safety Team, SHE Committee and SHE Strategic Committee should be sought and reflected within relevant terms of reference	Further clarity regarding routes of escalation to be incorporated into wider review and update of relevant Terms of Reference.	Ben Gittings – Health and Safety Manager	31/12/2018	Terms of Reference are currently being finalised in preparation for the inaugural meeting of the SHE Strategic Committee on 17th January 2019 and will detail routes for escalation.	In Progress 17/01/2019
2.6 (a)	<p>Communication, training and induction</p> <p>We understand that Health and Safety information was included within the mandatory induction training for new starters. Whilst Health and Safety training was available, testing found that of the 36 new starters in the last six months, only 10 had attended this training. We note that it is the responsibility of the new starter to arrangement attendance.</p> <p>However, we understand that during the audit Health and Safety training had been made mandatory for all employees.</p>	In accordance with the proposed Health and Safety Policy, all existing and new employees should be required to undertake the mandatory Health and Safety Training.	Monthly Health and Safety Induction courses are conducted by the Health and Safety Team. Further discussions between Health and Safety Manager and Head of Human Resources & Organisation Development to be undertaken to identify route of escalation for repeated non-attendance by employees.	Ben Gittings – Health and Safety Manager	31/12/2018	All new employees enrolled onto Health & Safety Induction Course as part of new starter process undertaken by HR. Those who do not attend initial session are enrolled on to the next available session. HR to address any issues of repeated non-attendance.	Complete 01/10/2018
2.6 (b)	<p>We also found that training records were kept in several places with no central record maintained.</p> <p>We noted that although the Health and Safety Policy was displayed and was available via the WMCA intranet, there was no evidence that the current policy had been communicated to all employees. As</p>	A single centrally held training record should be maintained.	The majority of Health and Safety related training records are held by the Health and Safety Team. However, it is acknowledged that there are improvements which could be made and will hopefully be addressed via the introduction of an online e-learning platform which incorporates a training record function.	Ben Gittings – Health and Safety Manager	31/12/2018	Online e-learning platform which incorporates a training record function to be introduced in Q1 2019/20 and all H&S records held centrally.	In Progress 01/04/2019

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2.6 (c)	<p>Health and Safety regulations require that employees be able to raise concerns and be consulted in health and safety issues, it is imperative that employees are made aware of policy and routes for advice and assistance.</p> <p>Implication: Employees may not be fully aware of their roles and responsibilities regarding health and safety.</p>	A WMCA wide communications plan should be developed to support wider engagement within the WMCA, implementation of the proposed governance and reporting arrangements and the introduction of the new Health and Safety Policy as well as increasing the visibility of the Health and Safety Team as a WMCA wide function.	Health and Safety Manager to liaise with Internal Communications to develop communications plan to support wider engagement within the WMCA and enhance delivery of new policy, reporting arrangements and overall visibility.	Ben Gittings – Health and Safety Manager	31/12/2018	<p>Current Health & Safety Policy available on all Statutory H&S Noticeboards, available on intranet and all new starters advised of where to obtain a copy as part of the H&S Induction Course.</p> <p>Once the Health & Safety Policy is ratified, this will be communicated as part of a wider communications plan currently being developed in collaboration with Internal Communications and which incorporates a new H&S intranet and improved statutory H&S noticeboards.</p>	In Progress 31/03/2019
2.7 (a)	<p>Events We understand that a process had been in operation for the Health and Safety Team to be consulted and engaged within risk assessments for external events, largely planned through the Marketing Team.</p> <p>However, the process was yet to be formalised and documented, and required further action to ensure</p>	Processes to ensure all WMCA events (external and internal) are suitably risk assessed by Health and Safety prior to being undertaken should be formalised and documented.	SMS supporting guidance document to be produced to formalise and document procedure for Events to supplement existing draft SMS supporting documents SMS 8.2 Event Management – Pre-Event Checklist and SMS 8.3 Event Management – Emergency Action Plan.	Ben Gittings – Health and Safety Manager	31/12/2018	Draft SMS supporting document SMS 08.1 <i>Event Management</i> outlining the requirements in relation to Event Management to be made live and issued as part of wider roll-out of new SMS in Q4 2018/19.	In Progress 31/03/2019
2.7 (b)	<p>process clearly extended and communicated to cover the newer areas of the WMCA.</p> <p>Implication: The wider organisation may not be clearly aware of the need to engage the Health and Safety Team during event planning.</p>	The necessity to ensure the Health and Safety Team are consulted within events planning should be communicated to all areas of the organisation.	Process to be communicated to all areas of the organisation by most appropriate means e.g. PING.	Ben Gittings – Health and Safety Manager	31/12/2018	<p>Regular communication with Marketing Team and Mayoral Events Manager established to ensure H&S Team consulted on planned events.</p> <p>Event Management process to be communicated to all areas of the organisation once made live as part of wider roll-out of new SMS in Q4 2018/19.</p>	In Progress 31/03/2019
(i)	Health and Safety governance arrangements for the West Midlands Fire Service post 1 April 2019	Presentation of proposals for review and approval by the WMCA Board, to include a specific decision to review retention of WMCA Health and Safety responsibility within TfWM.		Pete Bond - Health and Safety Lead, Director of Integrated Network Services in liaison with Tim Martin, Head of Governance	N/A	<p>Health & Safety Manager held initial meeting with WMFS to discuss existing H&S Governance Arrangements on 14th December 2018.</p> <p>Transition team continue to work on wider transfer of WMFS Governance to WMCA.</p> <p>Paper with proposal for H&S Governance arrangements for WMFS post transfer to be prepared for presentation, review and approval by the WMCA SLT / WMCA Board as appropriate.</p> <p>Please note: Transition date for WMFS is subject to statutory order by Government and may be delayed. It may be necessary to extend the date beyond 31/03/19 to accommodate any external delays.</p>	In Progress 31/03/2019

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(ii)	Human Resource stress and long-term sickness absence	Establishment of mechanisms to facilitate monitoring, review and trend analysis as well as risk identification by the Health and Safety Team through receipt of regular updates from Human Resource and Organisation Development regarding work-related health issues. Stress and long-term absence monitoring to be a standing agenda item for the Safety, Health and Environment Strategic Committee.		Ben Gittings - Health and Safety Manager Pete Bond - Health and Safety Lead, Director of Integrated Network Services	N/A	Stress and long-term absence monitoring is to be a standing agenda item for the SHE Strategic Committee, inaugural meeting 17th January 2019, with HR & OD providing regular updates.	In Progress 17/01/2019