

# **ST LEGER HOMES OF DONCASTER LTD**

Company limited by guarantee registered in England  
Company Number 05564649

## **ST LEGER HOMES OF DONCASTER BOARD**

**Date** : 1 June 2023

**Item** :

**Subject** : Revised Health and Safety Strategy

**Presented by** : Chris Margrave  
Director of Property Services

**Prepared by** : Laura Dougan  
Health, Safety and Compliance  
Service Manager

**Purpose** : New Health and Safety Strategy

### **Recommendation :**

Members of the Board are asked to approve the new Health and Safety Strategy and associated high level action plan

Company Number 05564649  
A Company Limited by Guarantee  
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**To the Chair and Members of the  
BOARD of St Leger Homes of Doncaster**

**Agenda Item No.  
Date: 1 June 2023**

## **1 Report Title**

- 1.1 New Health and Safety Strategy 2023-2028

## **2 Executive Summary**

- 2.1 In August 2021 the Board of St Leger Homes (SLHD) approved a new four year Health and Safety (H&S) Strategy covering the period 2021-2025. The strategy set out the overarching commitment, vision and direction for health and safety across the business at the time.
- 2.2 As part of the annual review on delivery of the strategy in August 2022 the overall direction of the strategy was considered from when it was originally developed in 2021. It was proposed we undertake a full revision of the strategy. This was because of the significant changes within the H&S Team from when the strategy was first written.
- 2.3 With the new structure implemented and successful recruitment to key posts within the H&S Team it was proposed that a new strategy be developed that would reflect the new team ethos and consider the findings from third party audits that have shaped key business priorities.
- 2.4 High level actions would still be identified but a joint cohesive action plan will be put place capturing actions from other audits. This will then be the one monitoring tool for the H&S Strategy. Actions will move the organisation forward but be specific and achievable with the resources available
- 2.5 This report sets out the proposed new H&S Strategy and the associated high level action plan.

## **3 Purpose**

- 3.1 The purpose of this report is to present Board with a new H&S Strategy from April 2023 to March 2028 along with an initial 2 year high level action plan.

## **4 Recommendation**

- 4.1 Members of the Board are asked to consider and approve the proposed new H&S Strategy and high level action plan.

## **5 New H&S Strategy 2023-2028**

- 5.1 The H&S Strategy links through to the H&S Policy and is a wider part of the H&S Management system that SLHD operates as well as the SLHD Corporate Plan.
- 5.2 The strategy details our approach to upholding H&S within SLHD and identifies what we want the future H&S vision to be. It is proposed for the strategy to run for 5 years, giving more opportunity for sustained changes to be made and embedded within the culture of SLHD.
- 5.3 Over the past 18 months a more stable Health and Safety team has been recruited. Bringing colleagues in from other businesses both private and public sectors brings different experience and skills which have been used to develop the strategy.
- 5.4 The proposed new H&S strategy is attached at appendix 1 and it is split into 3 sections-
- Current state – setting out challenges and opportunities
  - Objectives – what we will do and how we will do it
  - Future state – our future H&S vision
- 5.5 Identifying current challenges and opportunities sets the scene for the full strategy. One challenge is accepting that success of delivery cannot be done by one person or team. It requires people from across SLHD using their skills, tools and influence to collectively drive better outcomes.
- 5.6 Five objectives have been set for the strategy –
- Challenge existing management systems to ensure they are fit for purpose
  - Implement a robust inspections and auditing system
  - Promote good health and safety behaviour to drive culture change
  - Create a new process for the identification, assessment and recording of risk assessments
  - Employees and safety representatives to be actively involved in the management of health and safety

A high level action plan has been developed to support the sustained change required to achieve these objectives. This is discussed within section 6 and attached as appendix 2.

- 5.7 Three goals have been established that will demonstrate our future H&S vision-
- Be risk focussed – implementing changes and sustaining these to ensure that risks are reduced to a level as low as reasonably practicable
  - A capable system where everyone feels confident to play their part – having the right resources and support in the right place with the competence they need to do their job
  - A system focussed on what will make the biggest impact – focussing

our resources in the right areas.

## **6. High Level Action Plan and Reporting on Delivery**

6.1 Initially a 2 year action plan has been developed, attached at appendix 2. This will be reviewed annually, reported on to board and building safety compliance committee and at the end of the 2 year period a new plan will be drafted to go through to the end of the strategy.

6.2 Actions from the previous strategy action were reviewed and these have either been closed or the principles of the action taken over into the new plan. In summary –

- 28 actions were identified
- 21 actions have been completed
- 7 actions are still ongoing and the principles of these have been taken across to the new high level action plan

6.3 There are 10 actions identified in the new high level action plan. These include –

- Extending implementation of SafetyCulture to involve team leaders and safety representatives
- Reviewing existing health and safety communication routes
- Opportunity to use existing staff surveys to H&S based questions

6.4 The actions will be included on the Consolidated Action Plan. Progress on the overall plan is reported through the Safety and Compliance Performance Report which is reported to Building Safety and Compliance Committee, Board and stakeholder groups within the City of Doncaster Council, the Building Safety Group.

6.5 The new strategy will follow existing approval processes. Progress on the delivery of the strategy and high level action will be reported annually to EMT, Board and Building Safety and Compliance Committee.

## **7. Procurement**

7.1 There are no direct procurement implications arising from the development of the H&S Strategy. However, the document will provide clarity on how SLHD will meet its obligations in relation to health and safety, which in turn will inform any future procurement exercises.

## **8. VFM Considerations**

8.1 VFM is about achieving the optimum balance of economy, efficiency and effectiveness. There are no direct VFM considerations however SLHD operates more efficiently and also effectively by complying with all legislative and regulatory requirements.

## **9. Financial Implications**

- 9.1 There are no direct financial implications from reviewing the H&S Strategy and action plan. The H&S Team realignment is in place and budgeted for. Existing budgeted resources and provisions for training, risk assessments and current software systems are included and reviewed annually, but as a result of some actions there may be financial implications and these would need to be considered as part of separate business cases and briefing notes as required.

## **10 Legal Implications**

- 10.1 SLHD has a number of legal obligations in relation to health and safety. These are set out in full in the company's health, safety compliance legal register, however, the key piece of applicable legislation is the Health and Safety at Work etc. Act 1974.
- 10.2 Having a robust strategy in place enables SLHD to fulfil its obligations under these requirements by setting out exactly how it will manage H&S. This will protect both employees as well as other key stakeholders that SLHD staff will come into contact with on a daily basis.

## **11 Risks**

- 11.1 SLHD acknowledges and accepts its responsibilities in accordance with regulatory standards, legislation and approved codes of practice, and that failure to discharge these responsibilities properly could lead to a range of sanctions including prosecution. Without a robust and up to date strategy in place, there is potential for SLHD to fail to meet its obligations.

## **12. Health, Safety & Compliance Implications**

- 12.1 The health, safety and compliance implications are already covered within the report.

## **13 IT Implications**

- 13.1 SLHD will continue to consider the effectiveness of current systems and may wish to explore other IT solutions particularly in relation to the recording of site and wider safety inspections.

## **14 Consultation**

- 14.1 Consultation was carried out with Joint Safety Committee in January 2023.

## **15. Diversity**

- 15.1 There are no diversity issues arising from the annual review.

## **16 Communication Requirements**

- 16.1 On approval the new strategy will be shared within SLHD using team briefs, Staff Focus and the intranet. It will also be shared on the internet.

## **17 Equality Analysis**

- 17.1 An Equality Analysis was completed in February 2023. No adverse impacts of the H&S Strategy or action plan were identified. The overall aim of the strategy is to have a positive impact by improving the occupational health and safety of all employees. Although the strategy does not directly affect groups such as tenants by improving standards this will have an associated benefit.

## **18 Environmental Impact**

- 18.1 There are no direct environmental impacts from the annual review.

## **19. Report Author, Position, Contact Details**

- 19.1 Laura Dougan  
Health, Safety and Compliance Manager  
Email: [laura.dougan@stlegerhomes.co.uk](mailto:laura.dougan@stlegerhomes.co.uk)

## **20. Background Papers**

- 20.1 Appendix 1 – Health and Safety Strategy 2023-2028
- 20.2 Appendix 2 – High Level Action Plan