



Health and Safety Strategy

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LEAD OFFICER:	Health and Safety Manager
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Document Control

Revision History

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Version Number	Version Date	Author/Group commenting	Summary of Changes
0.1	January 2023	Health Safety Manager, Health, Safety and Compliance Service Manager	First draft of strategy, replacing previous health and safety strategy 2021-2025. Early review of strategy agreed by Board in August 2022
0.2	April 23	EMT	Amends following EMT before submission to Board
1.0	June 23	Board	Approved at Board

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1. Introduction

- 1.1 SLHD has legal duties to ensure the health and safety (H&S) at work of our employees as well as our customers and other stakeholders who may be affected by our work activities including contractors working on our behalf. We manage a legal register to identify the relevant legislation, approved codes of practice (ACoPs) and guidance that are relevant to the organisation and monitor our compliance with these; including the consumer standards.
- 1.2 In addition to its legal responsibilities, SLHD is also aware, and fully embraces, its moral duty to 'do the right thing', ensuring our employees, customers and other stakeholders are safe at work and not adversely affected by the activities we carry out.
- 1.3 This Health and Safety Strategy complements the Health and Safety Policy and is part of the H&S Management system SLHD operates. The overall management system is there to guide and assist management teams and all employees to develop and maintain a positive H&S culture.
- 1.4 This strategy will detail our approach to upholding H&S within the organisation and identifies what we want the future H&S vision of the organisation to be. Appendix 1 shows the key elements of the strategy.
- 1.5 The goals of our future H&S vision are –
- **Be risk focused** - We will prevent ill health and injury and proactively enhance the physical and psychological health of our people.
 - **Create a capable H&S system where everyone plays their part** - We will work with our employees to build a culture where ideas and issues are shared and jointly acted upon.
 - **A H&S system focused on what will make the biggest impact** - We will have effective processes in place for safety that are fit for purpose, well maintained plant and equipment and we will support our workers with development, training and information.

Section 5 of the strategy expands on these goals.

- 1.6 To achieve the full intent of this strategy we will consider the current challenges and opportunities. Objectives have then been identified to lead us to this future state; an action plan has been developed to support the achievement of these objectives. Appendix 2 shows the high level action plan.

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2. Strategy Overview - Current Challenges and Opportunities

- 2.1 The SLHD Corporate Plan 2019 – 2024 objective of “We will be a nationally recognised provider of housing services” defines that we will embed a positive health, safety and wellbeing culture, with a key indicator to improve Health & Safety outcomes.
- 2.2 The success of the Strategy depends on our ability to translate the vision and objectives into action. Delivering the strategy is not something that can be done by one person. It will require people from across SLHD using the skills, tools and influence they have to collectively drive better outcomes.
- 2.3 A positive H&S culture within the organisation will be critical to the success of achieving the vision set out in this strategy. Having a culture without employee buy in towards H&S will be a challenge to delivering the objectives identified. This strategy sets out how, where needed, we will work to change and improve behaviours towards H&S.
- 2.4 Another potential challenge to achieving our vision is the current management systems that are in place. Where systems may not be followed or used to the full potential that is intended, this could make this difficult to achieve our vision. For example, reviewing adverse events when they occur can identify system failings. Regular reporting is carried out to building safety compliance committee and joint safety committee and this will capture where any incidents of non-compliance may occur.
- 2.5 Opportunities that will allow SLHD to achieve the vision that is set out in the strategy include having a robust auditing system in place. SLHD have recently implemented SafetyCulture as a tool to aid in recording the actions of the works that are carried out by SLHD employees. Being able to record these actions aids SLHD to ensure compliance with health and safety legislation and doing what is reasonable practicable.
- 2.6 Another aspect of the company that presents an opportunity to improve the way we work and to achieve the vision we have set out is, putting more ownership on to the trade union representatives and team leaders providing the opportunity for employees and safety representatives to be actively involved in the management of H&S. Subsequently, from this there will be a bigger drive of health and safety from the team leaders to their employees.

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3. Actions we will take to achieve our Objectives

- 3.1 The Strategy sets out a plan to create a health and safety system that's capable of delivering first class health and safety outcomes. It has five key objectives:
- 3.2 The first objective on the path to achieve the vision we have set out in the strategy is to **challenge existing management systems to ensure they are fit for purpose**.
- 3.3 Good quality and timely information is crucial to identify risks and understand the drivers of harm. Mechanisms for sharing health and safety information across SLHD need to be strengthened to support better risk management practises including evaluation and alignment of effort. Despite improvements, the current approach to collecting and analysing data is still limited, causing confusion and inconsistent interpretation of the risks and harm.
- 3.4 We need to ensure the right data and analysis is available to support people and our organisation to measure and focus on what matters. SLHD and unions share insights and work together on research, evaluation and data. Information on emerging risks and best practise is shared effectively and provides a robust risk base to inform interventions.
- 3.5 Our second objective to achieve the vision is to **implement a robust inspection and auditing system**.
- 3.6 For risks to be well managed, employees need to be able to access a robust auditing system when they need it and ensure that SLHD employees have the capability and support to identify, assess and manage risks well. We need to educate SLHD employees on the importance of what an audit produces, such as the quality of work that is being completed and how data can be analysed and used to drive improved performance. From that the H&S team can analyse if there is a breakdown in how safe SLHD employees work and how compliant they are with H&S legislation.
- 3.7 We need to ensure the specialist health and safety team has the competence to advise all staff on managing risks effectively. SLHD to understand the specialist capability they require and are able to source it. The educational system and framework around health and safety competency is strengthened with risk concepts embedded in relevant training and education.
- 3.8 Our third objective is to **promote a good health and safety behaviour to drive the culture change**.
- 3.9 Effective worker engagement, representation and participation is fundamental to effective risk management. It helps create workplace cultures that support good health and safety, and company performance. A genuine commitment to involving workers at all levels is critical to create healthier, safer and more engaged work activities and workplaces.

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- 3.10 We need to ensure that all workers have the opportunity to participate, engage and be represented. Workers and their representatives play a key role in the management of risk evaluation and control and will receive the training and support they need to do this. Team leaders understand the value of involving their workers and engaging with their workers to create a better health and safe systems of work.
- 3.11 The fourth objective is to **create a new process for the identification, assessment and recording of risk assessments.**
- 3.12 Good health and safety is about effective risk management. We need to ensure that the effort going into managing risks is proportionate to the harm they cause. Good risk management means having clarity about all the risks in the business and managing them in a systematic and proactive way.
- 3.13 Achieving a sustained reduction in risk requires a culture that reinforces and promotes the value of good health and safety, celebrates those who do well and holds people to account for not meeting minimum standards. A positive health and safety culture encourages a common and accepted way of working to manage risk. It informs a shared understanding about working practices, risk tolerance and the response to accidents and near misses.
- 3.14 The fifth objective is for **employees and safety representatives to be actively involved in the management of health and safety.**
- 3.15 Good leadership is about prioritising and resourcing health and safety. This means integrating health and safety into how a company works and supporting a good health and safety culture. Improving health and safety requires leadership from all aspects of SLHD and its workers and their representatives.
- 3.16 We need to ensure team leaders and safety representatives remain influencers across the organisation and have the commitment and buy in from their teams to create a learning system by sharing success, failure and best practice. Team leaders and safety representatives have strong accountability and clear responsibilities for health and safety, holding each other accountable.
- 3.17 **Action Plan**
- 3.18 Achieving a sustained change requires everyone working together and helping each other across SLHD to improve the system's capability, including making sure people have the skills, knowledge, attitude, training and experience to meet their duties. There is a significant opportunity to coordinate, support and align this work towards a common goal. To support this change actions have been identified in the high level action plan in Appendix 2.
- 3.19 Initially a 2 year action plan has been developed. This will be reviewed annually and at the end of the 2 year period a new plan will be drafted to go through to the end of the strategy.

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4. Our success - Future Health and Safety Vision

4.1 Goal 1: Be risk Focused

- 4.2 Being risk focused means you are focused on reaching or completing specific tasks to achieve a planned outcome.
- 4.3 We will prevent ill health and injury, proactively enhancing the physical and psychological health of our staff.
- 4.4 SLHD will be a risk focused company by implementing a new auditing system that is more accessible across management level and team leaders. The new system will allow more information to be attainable to SLHD employees. With the information gained from the new auditing tool (SafetyCulture); it will allow SLHD to implement changes where needed to be ensure are reduced to a level as low as is reasonably practicable for employees to work in.

4.5 Goal 2: A capable system where everyone feels confident to play their part

- 4.6 Improving our health and safety performance requires everybody to play their part including safety representatives, using their influence, expertise and insights.
- 4.7 Roles and responsibilities across the system must be integrated and aligned so everyone is clear about how they can work together, and what tools they have to influence change. They also need the right resources and support for the role they play.
- 4.8 Leadership has an important role in making change happen, but it is something that cannot be done alone. Getting better outcomes will require everyone playing their part.

4.9 Goal 3: A system focused on what will make the biggest impact.

- 4.10 We need to ensure our effort is focused in the right areas to reduce the potential risk of serious injury or harm to health. Risks can also have other significant impacts on workers, or others, such as time away from work.
- 4.11 One way that SLHD is focusing on what will make the biggest impact is through our accident and near miss reporting system. We are able to compile the data that can be used to identify trends and areas for improvement. SLHD has produced an action plan that suggests recommendations for the benefit of SLHD. This action plan targets injury and harm prevention programmes at areas in the business where the risks are more challenging.

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Appendix 1 – H&S Strategy



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