Homes for Haringey

Health & Safety Strategy
2021-23

HEALTH AND SAFETY STRATEGY			
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Table of content

1.   Introduction & Vision

1.1.   This document sets out our Health and Safety Strategy for the next two years. The strategy has been created to ensure that Homes for Haringey (HfH):

- Achieves its objectives in a safe and compliant manner via efficient, proactive and pragmatic ways of delivering health and safety.
- Supports the delivery of our duties to prevent harm and ensure compliance and captures our commitment to going beyond these.
- Has a positive and proactive approach to health, safety and compliance, where HfH promotes the highest standards in health and safety.
- Reduces accidents, injuries and ill-health at work.
- Supports service areas and managers to comply with health and safety legislation.

1.2.   We are committed to providing a positive health and safety culture, and a safe environment for both our staff and residents. We seek to continually improve our standards and systems for health and safety and this strategy sets out key deliverables or goals that will assist in realising them.

> *HfH's Vision*
> *To ensure that all aspects of health, safety and compliance are fully integrated into the management and culture of the business enabling efficient and effective delivery through the principles of sensible risk management.*

2.   Scope and drive

2.1.   This strategy applies to all staff and all Directorates within Homes for Haringey.

2.2.   There are two key drivers to this strategy:

- The 'top-down' drive from Board and Executive Leadership Team to openly support this strategy within their teams.
- The drive from the Health, Safety and Compliance team to introduce, implement and maintain the various measures required to ensure successful application of this strategy.

2.3.   Health and Safety culture

2.3.1. The Health and Safety Management System can only be effective in the environment with the positive safety culture. The safety culture is a complex area and is represented by the '4 Cs' of the safety culture. The positive safety culture, as the successful outcome, is dependent on the commonly shared priorities and the positive attitudes towards all aspects of the safety culture.

2.3.2. The safety culture of an organisation is the product of individual and group values, attitudes, perceptions, competencies, and patterns of behaviour that determine the commitment to, and the style and proficiency of, an organisation's health and safety management.

2.3.3. The rationale for concentrating on safety culture is the principle that improving it will result in a reduction of losses, i.e., organisation with a 'good' or 'positive' safety culture will have fewer injuries, less ill health and fewer incidents resulting in damage to assets or the environment.

2.3.4. Communication

- Good communication within the organisation helps secure and maintain a safe workplace.

- It is important to have strong lines of communication, so that everyone is clear about their responsibilities; information that needs to be communicated include:
  - The health and safety policy/policies.
  - The allocation of health and safety responsibilities.
  - How people should work safety.
  - Where people can get information.
  - Provision of feedback to employees.

2.3.5. Co-operation

- Employees have a legal duty to take reasonable care of their own health and safety and that of others who may be affected by what they do (or don't do) at work.
- Employees have a legal duty to co-operate with their employers, to enable them to comply with their health and safety responsibilities.
- The Health and Safety Committee is an effective way of enlisting the formal participation and co-operation of everyone in the workplace, in carrying out their health and safety responsibilities.

2.3.6. Control

- Take overall responsibility, including planning and setting standards:-
  - By holding periodic meetings with staff and safety representatives.
  - By regular workplace tours and inspections.
  - By ensuring that formal and informal discussions include reference to safety.
  - By following accident reporting and investigation process.
- Allocate specific resources:-
  - Clear allocation of responsibilities, including health and safety responsibilities in job descriptions and contracts.
  - Health and safety induction of new employees.
  - Display of safety notices.
- Enforce compliance:-
  - Effective supervision as an essential part of monitoring safety at work.

2.3.7. Competence

- Robust recruitment process and follow-on on-boarding/induction process.
- Employers must be sure that everyone is capable of doing their work properly
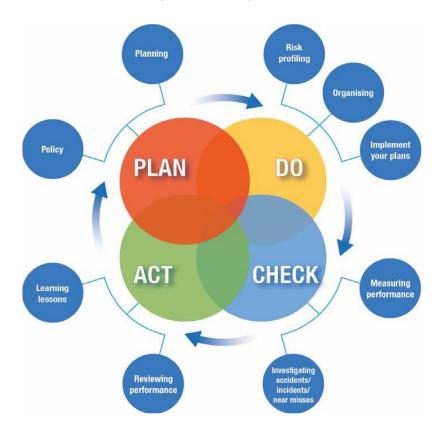
- Work activities are carried out safely and responsibly.
- Provision of information, instruction and training to maintain or improve an employee's competence.
- Proper management and supervision to ensure that the competence is maintained and developed.

3. Our approach to Health and Safety Strategy

3.1. By taking on the principles of the safety culture, our Health and Safety strategy aims to incorporate evidence-based health and safety activity into our everyday working practices. By setting our own standards we aim to develop a benchmark of health and safety management that achieves legal compliance, incorporates wellbeing, and demonstrates a good practice.

3.2. HFH's Health and Safety Management System is based on the 'Managing for health and safety (HSG65)' and is designed to control and continually improve the management of health and safety at both corporate and operational area levels. It is represented by the model below:

3.3. Our aims for health and safety in HfH are to:

- View compliance as a minimum looking to exceed it;
- Identify the key statutory requirements for health and safety, ensure we understand them and consider the practical implications for our services;
- Organise and plan our health and safety systems with the appropriate resources against an achievable timeframe to ensure statutory requirements are met;
- Identify good practice in health and safety management
- Identify clear lines of responsibility for health and safety practice;
- Monitor our health and safety management process and outcomes;
- Achieve higher levels of recognition and respect for health and safety as an integral part of "business as usual" service delivery.

3.3.1. Behaviours for Health and Safety

We promote and develop attitudes and behaviours supporting the positive safety and compliance culture and putting safety first, particularly:

- Transparency
- Candour
- Honesty
- Accountability

- Proactivity
- Leading by example (at all levels)

3.4. Delivering our Strategy

3.4.1. Our Health and Safety strategic themes reflect the Health and Safety Executive priorities and will allow the business to grow whilst empowering staff and embedding risk management. We will deliver the strategy by focusing on key themes of activity:

- **Acting Together -** *Promoting broader ownership of health and safety.*
- **Tackling ill-health -** *Highlighting and tackling the costs of work-related ill health whilst promoting health and wellbeing for our staff.*
- **Managing Risk Well -** *Effective risk management and helping the business to grow.*
- **Keeping pace with change -** *Anticipating and tackling new health, safety and compliance challenges.*
- **Sharing our Success -** *Promoting the benefits of an excellent health and safety system.*

3.4.2. Our response to the Building Safety agenda

3.4.2.1. We are responding proactively to the findings and recommendations arising from the Hackitt Report, guidance and subsequent developments and proposal outlined in Building Safety Bill and Fire Safety Bill, including:

- Strengthening the senior leadership team in Property Services directorate.
- We are carrying out Type 4 intrusive Fire Risk Assessments to our high-risk residential buildings.
- We run a programme of flat entrance door replacement.
- We introduced the Fire Risk and Property Compliance Board, chaired by the Managing Director
- We work closely with Haringey Council, London Fire Brigade, London Councils, National Housing Federation and the National Federation of ALMOs, to respond to emerging regulatory changes.

4. Organisational responsibilities for management and staff

4.1. We recognise that all HfH staff have responsibilities from the Board, Executive Leadership Team and Managers to front line staff. We will ensure that adequate resources are made available to enable Homes for Haringey to meet its health and safety obligations and strive to continually improve. These are further developed in the Health and Safety Policy document.

4.2. All staff ought to lead by example, influencing the health and safety agenda through their own actions and by accepting personal responsibility. Trade Union workplace health and safety representatives operating in partnership with management are also an important part of realising our health and safety goals.

5. Targets and objectives

5.1. Targets and objectives are set, monitored, reviewed and reported quarterly as part of the reporting framework, biennially to Executive Leadership Team and annually to the HfH Board. These reports will then be used to establish achievable targets and continuously improve in the following years.

Acting Together - *Promoting broader ownership of health and safety*						
	Objective	**What success looks like**	**Actions to be taken**	**Service Lead**	**Target Date**	**Status**
1.1	Policies & procedures that are "fit for purpose" and reflect the risk profile of the business	Suite of Policies and procedures that are fit for purpose.	Review the register of polices/procedures to ensure they are relevant and fit for purpose.	Head of Health, Safety & Compliance (HSC)	Quarterly	
		Key Performance Indicators to provide visibility and direction of travel against policies	KPIs agreed and reported to HFH Board quarterly.	Head of HSC	Quarterly	
		Periodic internal audit of all Health, Safety and Compliance policies		Head of HSC	Quarterly	
		Annual British Safety Council 5* Audit to maintain certification	Gap analysis to be completed by the British Safety Council against the standard. Once completed an action plan will be provided setting out key areas that may need to improve/strengthen to achieve ISO 45001 accreditation.	Head of HSC	Sep 2021	
		Achieving ISO 45001:2018 accreditation			April 2023	
1.2	Agile governance process (including consultation) to reflect the risk/needs of the business	Clear governance/ consultation process	Governance structure and consultation process captured within the Health and Safety policy (reviewed annually)	Head of HSC	Nov 2021	
1.3	Shared and individual understanding and	Trained and motivated workforce with positive	All staff to receive induction training, mandatory H&S training,	Head of HR/OD	Ongoing	

				Service Lead	Target Date	Status
	ownership of health and safety throughout the organisation.	safety behaviours which demonstrate the core safety competencies	role specific training, briefing and talks.			
			Rollout of IOSH Managing Safety training course.	Head of HSC	Sep 2021	

Tackling ill-health - *Highlighting and tackling the costs of work-related ill health*

	Objective	What success looks like	Actions to be taken	Service Lead	Target Date	Status
2.1	Accident/incident analysis to include "lessons learnt", trends and targeted reduction of accidents/issues;	Governance process to include standard agenda item across the H&S Committees and Corporate H&S Board statistics and lessons learnt	Agree standard agenda item and analysis with lessons learnt.	Head of HSC	Quarterly	
2.2	Benchmarking against similar organisations to assess our performance;	Benchmarking report produced to assess our performance	Annual report to be produced, benchmarking against similar organisations to assess performance and direction of travel.	Head of HSC	Annually	
2.3	Health & Wellbeing Policy setting out clear actions to address key deliverables;	Wellbeing Strategy in place. Action plan produced to target emerging health & wellbeing issues.	Target key health issues effectively and work with those teams best placed to bring about reduction in incidence rates and cases of work related ill-health.	Head of HR/OD Head of HSC	Quarterly	
2.4	Review root causes of work-related absences in conjunction with Occupational Health Service.	Detailed analysis of key areas of risk (work related absence)	Review of work related absence including an action plan to address any procedure or service failures. Specific Action Plans to address;-	Head of HR/LD	Quarterly	

	Objective	What success looks like	Actions to be taken	Service Lead	Target Date	Status
			• Work Related Stress • Musculoskeletal disorders			
2.5	Raise awareness of stress and mental wellbeing in the workplace.	Firm organisational commitment to health and wellbeing	Wellbeing Strategy in place	Head of HR	Apr 21	
		Reduction in absences due to work related stress	Mandatory Mental Health First aid for managers and resilience training for all staff.	Head of HR/LD	Jun 22	
		Trained and supportive management who are confident in addressing mental health with their team.	Training for managers on how to conduct Return to work interviews and 1:1 meetings to address stress/mental wellbeing and the resources available to them.	Head of HR/LD	Sep 21	
2.6	Accreditation to the Government's National Workplace Wellbeing Charter	Achieving the charter	On-line Assessment initially to ascertain our current status. Action Plan formulated to gain accreditation.	Head of HR	Sep 21	

Managing Risk Well *Effective risk management and helping the business to grow*

	Objective	What success looks like	Actions to be taken	Service Lead	Target Date	Status
3.1	Legal Register to be reviewed to reflect strategic risks to the business	Legal register to be reviewed every 24 months	Legal register reviewed periodically.	Head of HSC	Oct 23	
3.2	Health & Safety training delivered and monitored in line with the Health and Safety Training Policy	100% KPI compliance for H&S training	HR to undertake gap analysis and provide KPIs based on training requirements.	Head of HR/LD	Dec 21	
3.3	Risk Assessment Register to be regularly reviewed in line	Risk Assessment register produced and reviewed	Risk Assessment Register to be reviewed annually	Head of HSC	Ongoing	

	with operational risks across the business	every 12 months or in line with review period				
3.4	Governance – Quarterly Safety report to be submitted to the Board demonstrating safety performance for the business.	KPIs in place and reported to Board, Executive Leadership Team and Audit & Risk Committee	Report and KPIs produced quarterly to be submitted to HFH Board	Head of HSC	Quarterly	
3.5	Embedding information technology systems in the organisation for the effective and efficient safety management; looking at new ways of working, striving to continuously improve.	Display Screen Equipment on-line system introduced in the organisation	Management system in place for monitoring the compliance and remedial actions	Head of HSC	Nov 2021	
		On-line accident reporting system introduced in the organisation. Accurate and up to date insight, and the effective management of accident reporting.	Analyse the specifications for the system, develop the scope and requirements.	Head of HSC	Apr 2022	
3.6	Setting service level safety objectives across the business	Embedding safety objectives within the operational tiers	Specific objectives to include: • Completion of accident/investigation reports, including underlying causes, additional control measures and reasonable adjustment when a person returns to work. • 100% use of lone working devices in line with Lone Working Policy	Heads of Service	Ongoing	

| | | | 100% compliance with service specific risk assessments
• Reduction of work-related injuries/absences within specific service
• Service specific H&S Objectives i.e. Safety First talks, Site Safety inspection etc. | | | |

Keeping pace with change *Anticipating and tackling new health, safety and compliance challenges*

	Objective	What success looks like	Actions to be taken	Service Lead	Target Date	Status
4.1	Responding to the upcoming changes to the regulatory regime following the Grenfell incident	Statutory compliance/ appropriate risk management	Gap analysis of the upcoming requirement against the current arrangements and practices. Monitoring policy implications based on regulatory changes.	ED of Property	Ongoing	
4.2	Continual Professional Development (CPD) for the Health & Safety team to address changes to legislation and new emerging safety issues which will impact on the safety systems in place.	Development plans agreed for H&S Team	Ongoing assessment of skills, gap analysis and development need for the HSC team.	Head of HSC	Ongoing	

	Objective	What success looks like	Actions to be taken	Service Lead	Target Date	Status
	Sharing our Success - *Promoting the benefits of an excellent health and safety system*					
5.1	Internal Communication Plan to be produced to include successes and key themes	Key messages published on Workplace, Harinet, Managers' Briefs, etc.	• Raising awareness of wellbeing initiatives • Raising awareness of the importance of lone working devices	Head of HSC	Ongoing	
		Staff understand our standards for acceptable behaviour from customers.	• Raising awareness/how we manage Potentially Violent Clients and incidents	Head of HSC	Aug 2021	
		Reaching all staff (including non-office based	• Clear communication channels with Communications team/Service areas to reach manual workers • Developing new ways of communicating with staff.	Head of HSC/ Head of Comms		
5.2	External Communication Plan to be produced to include raising awareness for residents on fire, asbestos and any emerging issues.	Periodic articles in HomeZone, HFH website and other media. Key messages: • Fire • Asbestos • Building Safety	Communication plan to be produced covering key messages and emerging issues: • Fire and asbestos • New tenants pack • Building Safety information	Head of HSC/ Head of Comms	Sep 2021	