



Report to:	STOCKPORT HOMES MEMBER COMMITTEE <i>14 February 2022</i>
Report of:	EXECUTIVE DIRECTOR OF RESOURCES
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Type of Report	<i>Assurance</i>
Title of Report:	HEALTH & SAFETY STRATEGY 2022 - 2025 “RIGHT FIRST TIME, SAFE EVERY TIME”
Purpose of Report:	To present SHG’s Health and Safety (H&S) Strategy 2022-2025 “Right First Time, Safe Every Time”.
Recommendation(s):	The Member Committee are asked to note and make any comments or ask questions relating to this Strategy.
Confidentiality	Non-Confidential
Resource Implications	A strong H&S culture combined with pro-active and detailed H&S initiatives will ensure that SHG can remain H&S compliant and therefore will maximise productivity, minimise loss from any H&S failures, and minimise future costs of non-compliance
Impact on Risk Appetite and Risk Register	SLT and the Board has an ‘adverse’ risk appetite for H&S. The Strategy offers assurance that the practice at Stockport Homes seeks to minimise the risks associated with H&S. Non-compliance with H&S legislation and failure to adhere to management standards could lead to loss of productivity. Poor H&S practice will lead to an un-safe working environment for employees and members of the public, resulting in possible litigation and loss of reputation. The Strategy Action Plan will be delivered within budget provision.

	Risk Number	Risk Description	Risk Mitigation
	6	H&S obligations to staff aren't fulfilled	This risk is mitigated by having H&S policies, procedures, guidance and risk assessments in place, together with a dedicated Group H&S Manager and regular consultation supported by robust monitoring and auditing processes.
	5	H&S obligations to customers are not fulfilled, including gas safety, fire safety, legionella and asbestos.	This strategy will ensure oversight of the activities to ensure risk is mitigated by having processes in place to manage H&S obligations towards customers.
Customer Voice	For the H&S strategy, customer voice relates to colleagues and those affected by the policy. Consultation has taken place with Directorate Management Teams, Colleague Voice and feedback from these groups has been reflected in this strategy. Feedback from SLT, WLT and Board will also be reflected once consultation has been completed.		

<p>Equality, Diversity & Inclusion implications</p>	<p>An EIA was carried out which led to the following two actions being included to ensure equality and inclusive goals within the embedding an excellent H&S culture and ensuring a robust approach to H&S management – reviewing the annual occupational health screening programme to include other high-risk groups and keeping under review any new or emerging risk that could have an impact on SHG employees and operations.</p>
<p>Regulatory compliance</p>	<p>Having an up-to-date, effective H&S Strategy contributes to the good governance of the organisation. It also contributes to demonstrating compliance with legal H&S obligations and provides a robust structure through which the vision and commitment to safety is set. It aligns with the organisational purpose and objectives and represent optimal use of resources.</p>

1. INTRODUCTION

- 1.1 The Health and Safety (H&S) Strategy “Right First Time, Safe Every Time” has been created to support the Stockport Homes Group (SHG) achieve its aims and objectives in a safe and complaint manner, especially at a time when the Group continues to grow and diversify and become more complex in its operations.
- 1.2 This three-year plan identifies the key priorities and areas of focus to strengthen SHG’s existing approach to health and safety. The H&S Strategy commits the organisation to continually improve the H&S of its employees, contractors and visitors, and will maximise the safety for customers in their homes.

2. SCOPE

- 2.1 H&S Strategy “Right First Time, Safe Every Time” 2022-2025 focusses on four strategic themes:

- **Embedding an excellent culture and mindset:**

The H&S Strategy is led from the top with active and visible leadership. Senior Leadership Team (SLT) are committed to ensuring H&S is embedded across all areas of the group. Whilst the previous strategy strengthened the foundations in terms of systems, practices and partnering, this strategic theme aims to take that further and ensure the culture is fully embedded and maximised across all operations. SHG are committed to continually improving the attitudes, perceptions, competencies and behaviours that determine the groups commitment to achieving H&S excellence.

- **Deliver excellent H&S performance and risk management:**

Delivering performance that demonstrates legislative compliance, best practice and robust risk management which encourages colleague challenge and creativity.

- **Embedding sound systems and controls:**

SHG’s H&S Policy outlines a systematic approach to H&S management. It aligns with the HSE’s “Plan, Do, Check, Act” approach. It established H&S as part of good management – not an “add on”. It recognises the need for balance between systems and management behaviour.

- **Supporting the growth of the group:**

SHG supports the H&S requirements from growth within the business by keeping under review new workstreams and insourcing through business partnering and discussions at directorate management teams. Initiatives developed and implemented will address skills gaps and build competency within the workforce together and address any new or emerging risks.

3. CONSULTATION

- 3.1 Consultation sessions were undertaken with each Directorate Management Team (DMT) and Colleague Voice to ensure the proposed themes of this strategy support organisational direction and priorities. These sessions also enabled new ideas to be explored and strategy actions and outcomes to be developed. External benchmarking has also taken place with other housing organisations, to share thoughts and ideas. Internet research was undertaken to understand other organisations' approaches to developing H&S Strategies and to ascertain up to date HSE¹ advice regarding best practice.

4. IMPLEMENTATION

- 4.1 This strategy will be available to all team members, accessible on the organisation's Intranet. A communications exercise will be undertaken to launch the strategy to the organisation.
- 4.2 Progress against the action plan will be provided through updates by business partners, at H&S Committee and fed back to teams through catch-ups, values conversations and team meetings or away days.

5. CONCLUSION

- 5.1 This Strategy strengthens the Stockport Homes Group approach to Health and Safety management within its operations. It incorporates learning to date from the past Strategy and will ensure learning and best practice are embedded going forward.
- 5.2 The Strategy demonstrates how seriously Health and Safety is taken at SHG and will provide assurances to stakeholders around the focus given to Health and Safety and the detailed actions being put in place to further strengthen some of the good principles already in operation.

6. RECOMMENDATION

- 6.1 The Member Committee are asked to note and make any comments or ask questions relating to this Strategy. The Health and Safety Strategy 2022 -2025 "Right First Time, Safe Every Time".

¹ Health and Safety Executive