



Golden Lane Housing

Health & Safety Strategy 2023-2026

Version 1

GLH Health and Safety Strategic Plan 2023-26

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1.0 Introduction

Golden Lane Housing (GLH) Health and Safety Strategy sets out a clear vision and is designed to support the Organisations Business plan, to mitigate risks and to promote a Safer Working Environment and Safe Homes for our Tenants. The Health and Safety Strategy (H&S Strategy) supports the strategic and operational management of GLH and looks to go beyond the traditional health and safety role of preventing harm. The H&S strategy commits GLH to continually improve the Health and Safety of its staff, tenants and others affected by its activities and recognise that its not just about achieving compliance but will assist in realising-

- Efficient, proactive ways of delivering health and safety
- A safe and healthy environment for all Staff and Tenants
- A robust safety culture across the Organisations
- Developing good working relationships with all Stakeholders in promoting high health and safety standards

The H&S strategy describes in broad terms what our approach is to Health and Safety in respect to workplace Health and Safety and Building Safety. As a Housing provider GLH has a zero tolerance approach to non-compliance in the “Big 7 areas” of Building Safety for the homes our Tenants live in.

Robust and comprehensive health and safety management underpins all the work of the organisation including corporate strategy and planning. This is achieved by ensuring staff work in a safe and comfortable environment, aware of responsibilities with regard to their own and colleague’s health and safety and the duty the organisation has to safeguard health and safety.

Health and Safety Management, as with all aspects of the GLH operations, does not operate in isolation and is affected by, for example, current political and economic environment. The move towards deregulation and reduction in public spending, the tough business climate, a reduced tolerance to failure and emphasis on compensation and blame, the rapid development of new processes, developments and materials all have an impact on Health & Safety management. Achieving a safe working environment, in this climate, has to be dynamic, proactive and comprehensive, yet pragmatic.

Managers are key in implementing the Strategy. Typically Managers have viewed Safety as being a locus of control, letting safety agendas be set by others. To improve the Safety culture work is required to ensure we develop a mindset that drives Safety because it is the right thing to do.

GLH will ensure that it complies with all health and safety legislation and requirements of enforcing authorities. We will continue to work with the Health and Safety Executive (HSE), Environment Agency (EA), Fire Authorities and Housing regulator to improve the standards of health, safety and wellbeing across GLH.

2.0 Developing key themes & Performance Indicators of the Strategy

Identified themes, from current HSE strategies, applicable to GLH are:

- Leadership and Management
- Competence
- Risk Management
- Health and Wellbeing
- Communication and Engagement

Performance criteria has been established to measure the processes in place to improve the Safety Culture. The key themes and indicators and success Indicators can be found at section 6.

3.0 Making it Happen & Key Deliverables

The main responsibility for health and safety of staff, tenants and Contractors rests with the Director of Operations and Head of Health, Safety and Compliance, who are members of the Executive Team & Leaders Forum, respectively. The day to day operational management of health and safety is delegated to GLH Leaders, Managers and supervisors of the Organisation.

The Head of Health, Safety & Compliance (HOH,S&C) has a pivotal role to play in the development and monitoring/assurance of the implementation of the Health and Safety Strategy. The HOH,S&C will work in partnership with others to enable and empower other GLH Leaders, Managers and Supervisors to actively manage health and safety with the same degree of expertise to the standards of other core business activities. Key deliverables are highlighted below.

Year	Key Deliverables	Costings
2023-24	Embedding and targeting risk, including: <ul style="list-style-type: none"> • Ensuring there is adequate H&S Training included in the Compliance schedule as well as IOSH managing safety delivered to managers • Ensuring Representatives of Employee Safety are trained in place and proactively managing risks with Managers and colleagues 	£3750- IOSH 3 Day course (training budget) £1728- for 6 RES (training budget)
2024-2025	Attaining a corporate Health and Safety Management system	Annual average cost of £5100
2025-2026	Attainment of a recognised health and safety standard: ISO 45001 Improved Safety Culture	£6250 for initial 5 day audit

4.0 Key roles and responsibilities

In order for this strategy to be effective management have certain responsibilities:

Role	Responsibility
Director of Operations/ HOH,S&C	Owner of health and safety strategy. Review progress against plan Ensure sufficient resources are allocated to achieve objectives
Service/Department	Ensure effective implementation of strategy within their sphere of influence Report Service/Department progress against plan
HOH,S&C	Monitor progress against plan

This strategy is endorsed by the GLH Board of Trustees, the Executive Team and Leaders forum and will be subject to extensive consultation through the Health & Safety Committee. It forms an integral part of the Organisations health and safety management arrangements and seeks to explore and use innovative solutions to manage health and safety risks. It will underpin the work with other departments to improve continuously the health and safety of Employees and appointed Contractors whilst delivering its services the Tenants of GLH.

The GLH Health and Safety Policy, and associated documents, support this Strategy. The policy itself describes in more detail the organisation, structure and arrangements of the health and safety management system. This includes the Health and Safety statement, roles and responsibilities of managers and employees and arrangements for managing risks. Its effectiveness will be subject to scrutiny and annual review.

The Compliance policy and management plans and Asset Management strategy are a key part of our wider Health and Safety Strategy in delivering Safer living conditions to our Tenant

5.0 GLH Business Plan Goals

Golden Lane Housing became independent from Mencap in April 2022 and there continues to be changes in the expectations of tenants, families, and government. We want to work with tenants, their families, and other organisations to support our vision and deliver this new plan.

Health, Safety and Well- being links to the Corporate Strategic Objectives-

Business Goal	Health, Safety and Well- being links
Tenant Satisfaction- Increasing Tenants satisfaction	Review current methods/mediums of engaging with Tenants Introduction of a Tenant Health and Safety Rep/Safety Passport/ RAG rating system for Properties
Investing in Homes- Quality, Safe and Environmental homes	Ensure effective Management of Cyclical Maintenance and Servicing Programmes across Asbestos, Gas, Electric, Fire Safety, Water Safety, Specialist Equipment & Damp and Mould. Specific programmes assigned to Compliance Officers
Housing more people- New quality supported Housing	Ensure the GLH Modern Homes standard is reviewed regularly and communicated to all relevant staff
Strong Finances-best use of money and resources	Accurate budget forecasting in line with statutory and tenant requirements
Working together- Influencing Housing and Policy	GLH join networking groups to share ideas and influence policy

6.0 Changes Required to Deliver Strategy

Framework for Delivery-As there is already a well-established foundation of good health and safety management at GLH, it is not envisaged that the success of this strategy will be heavily reliant on extensive investment; however, we will need to consider how we best plan, resource, organise, monitor and review our activities to guarantee consistent levels of legal compliance across all of our work activities.

As GLH progresses to a more proactive health and safety management approach, we anticipate greater integration between the HOH,S&C and other Services, better consideration of work activities to eliminate risk, more reliance on information technology and increased effort to adequately prepare for emergency situations.

By engaging the right people, with the necessary level of expertise and competency to actively manage health and safety and to challenge poor practices, we will create a positive safety culture and secure and healthy environment for Staff, Contractors and Tenants.

Improvements required to deliver the strategic themes can be found at the Action plan(6.0).

Progress of the key deliverables and the action plan at section 6 will be reported in the H&S Assurance report to the GLH board and summarised in the annual review to the Risk and Audit committee .

7.0 Value for Money

As well as a legal duty to protect work colleagues, Investing in health and safety can help create a positive work culture and improve employee morale, due to employees feeling they are being cared for from safety to personal circumstances. This can lead to increased productivity and reduced turnover of Staff. An improved Safety Culture within the GLH workforce will also contribute to improved Building Safety and ensuring our Tenants are getting Safe maintained homes.

In September 2021 GLH Invested in hiring a Health and Safety professional to ensure compliance with Workplace Health and Safety as well as wider remit to ensure Building Safety compliance for our Tenants living in their homes. As a result the Health and Safety Management of GLH as improved through a recognised H&S policy and Building Safety policies and management plans in the Big 6 areas. We also now have a Health & Safety committee involving colleagues at all levels within the Organisation.

Further investment required to deliver the H&S Strategy include attaining a Safety Management System in 2024/25 and working towards a recognised Safety accreditation in 2025/26. A Safety Management system will improve the visibility of Safety across the Organisation and deliver an improved culture of reporting and compliance. Achieving ISO 45001 in Occupational H & S will demonstrate that the business operates best practice and complies fully with Safety legislation.

8.0 Action Plan to improve GLH Safety Culture

Theme 1-Leadership and Management			
Objective	OPI's	Success Indicator	Owner(s)
1.1 Maintenance of effective communication systems throughout GLH Management structure	Record of corporate and service Health & Safety meetings, publication of H&S briefings	Minuted meetings are being held. H&S blogs will be issued on a monthly basis	HOH,S&C/ Communications Manager
1.2 Continue to demonstrate that H&S management is integrated in business decisions.	Inclusion of health and safety consideration as part of the decision making process.	Documented evidence that Health and Safety is being considered.- Board reports. Evidence that H&S recommendations are implemented	GLHBoard/Exec Team/Director of Operations
1.3 Maintain regular reviews of H&S performance, involving the Tenant H&S rep	H&S management audit programme in place and audit areas and proposed dates communicated to managers.	Successful completion of audit programme, reviewing risk assessments, compliance audits within programmes, training completed.	Director of Operations /HOH,S&C
1.4 Ensuring appropriate resources are provided allowing for effective management of H&S	Inclusion of appropriate health and safety consideration as part of the budget setting process.	Evidence of resource allocation for compliance with health and safety legislation.	Exec Team/Director of Operations
1.5 Ensure sufficient training and guidance is provided regarding leadership in health and safety.	All Leaders/Managers undertake IOSH Managing Safely and Health and Safety management modules via e-learning package.	Records of training and guidance are up to date, with any additional training needs identified acted upon.	P&C Business Partner/HOH,S&C
1.6 Ensure strategic Health & Safety is communicated and embedded throughout GLH.	Health & Safety Strategy communicated to GLH Staff on approval	Strategy is being communicated to all staff via team meetings. Successful interaction with staff to ensure that it is understood and effectively implemented	HOH,S&C/Comm unications Manager

Theme 2- Competence			
Objective	OPI	Success Indicator	Owner
2.1 Ensuring all staff are receiving appropriate induction and training.	All new staff complete the H&S induction programme.	Records of completed training are up to date and reported to management.	HR Business Partner/HOH, S&C
2.2 Ensuring comprehensive training programs are available to staff.	Number of appropriate H&S courses are available to staff	Increased take up of H&S training opportunities in all formats	HR Business Partner/HOH, S&C
2.3 Staff are aware of how to access competent advice.	Level of contact established between staff and the corporate H&S lead.	Increased contact with HOH,S&C from staff at all levels within the GLH.	HOH,S&C

Theme 3- Risk Management			
Objective	OPI	Success Indicator	Owner
3.1 Proactively identifying all hazards across the Organisation	Risk registers in place, Risk Assessments are in place for all GLH activities	All risk registers are documented with their findings implemented appropriately. Annual review of Risk Assessments carried out by Managers	Exec Team/ HOH,S&C
3.2 Ensure all aspects of the GLH's activities are audited within the stated period.	Areas audited according to audit plan.	Year on year improvement in audit outcomes measured with the audit finding implemented by the agreed time scale.	Leaders/HOH,S&C
3.3 Ensuring that H&S is always an integral part of the planning and review processes at all levels	Documented evidence of the inclusion of relevant H&S matters.	Evidence of the positive impact of H&S considerations have made during the processes.	Leaders/HOH,S&C
3.4 Improve reporting, recording and investigation of accidents and incidents.	All RIDDOR events reported and investigated. agency follow-up.	Levels of reporting investigation noted. Representatives of Employee Safety (RES)included in Serious investigations. No adverse outcomes from enforcement	Leaders/HOH,S&C/RES
3.5 Utilise technological solutions to improve	Solutions reduce burden of compliance monitoring. Safety Management Systems	Evidence of improved compliance recorded.	Head of IT/HOH,S&C

compliance monitoring and reporting arrangements.	appraised and recommendations made to Exec		
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Theme 4- Health and Wellbeing			
Objective	OPI	Success Indicator	Owner(s)
4.1 Promote, encourage participation and support initiatives that enhance occupational health and wellbeing for all staff	Greater awareness amongst staff of occupational health and wellbeing issues.	Reduction in reporting/recording of occupational health and wellbeing issues.	P&C Partner/HOH,S&C Business
4.2 Improve the collection and understanding of ill-health and sickness absence data.	Standardised reporting and recording system introduced.	Levels of absence are reduced and proactively monitored.	P&C Partner/HOH,S&C Business

Theme 5- Communication and Engagement			
Objective	OPI	Success Indicator	Owner
5.1 Ensure there are effective communication systems in place for the dissemination of all H&S information	Increased take up of available H&S resources. RES are part of the H&S Steering group	Greater H&S awareness throughout the workforce, evidenced through health and safety management audits, risk assessment reviews and training outcomes.	Communications Manager/HOH,S&C/RES
5.3 Routine benchmarking and sharing best practice with other Housing Organisations	H&S performance assessed with Peer Organisations	Improved H&S Performance	HOH,S&C
5.4 Develop initiatives to encourage collaborative working	Progress made establishing joint working between representatives employee safety and management	Effective joint inspections, task based risk assessments and health and safety initiatives. Number and frequency to be agreed.	H&S committee/HOH,S&C
5.5 Maintain effective and efficient management and control of contractors.	All contractors engaged by the GLH have been subject to a H&S management system/competency assessment evaluation.	All contractor H&S documentation evaluated prior to the commencement of work and logged. Effective co-operation and consultation maintain with contractors regarding GLH expectations.	Leaders/HOH,S&C
5.6 Tenant H&S Rep is involved in reviewing Building Safety communication mediums to Tenants	Effective communication of safety risks is covered in all communication mediums to Tenants	Tenants feel safe in their homes and are more informed of safety risks within their homes	HOH,S&C/Comms team

9. Monitoring and review

9.1 The application of this Strategy will be monitored through reporting to:

- The Leaders Forum
- The Executive Team
- The Risk & Audit committee
- the GLH Board of Trustees.

9.2 This Strategy will be reviewed every year or sooner if legislation or regulations change

10. Other related reading

10.1 The following documents support the context and the application of this management Strategy;

- Health and Safety Policy
- Asset Management Strategy

11 Further information

11.1 Please contact Matt Hardy, Head of Health, Safety and Compliance matt.hardy@glh.org.uk for information or support in relation to this Strategy.

Version control			
Avoid referring to printed versions of this document. Printed versions may be out			
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1	09/05/23	GLH board of Trustees	

12. Contact

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