

Health, Safety and Wellbeing Strategy

2021-2024

Version



Health, Safety and Wellbeing Strategy

Summary 2021-2024

The focus of our Health, Safety and Wellbeing strategy is to deliver a health and safety programme which supports the development of a positive safety culture to ensure our employees and those who may be affected by what we do, go home safe and well every day.

Our strategy is developed around four areas of focus which we believe are the key pillars to developing a positive health and safety culture. Each one is aligned to a corporate strategy pillar:



- Leadership and Culture** Support evolving NHS needs
- Maintaining Competence** Deliver sustainable quality services
- Process and Performance** Improve NHS colleague and patient environments
- Health and Wellbeing;** Get, Keep, Grow

For each of the pillars there are clearly defined areas and actions which we can take that will transform the way NHS Property Services (NHSPS) considers health, safety and wellbeing and their importance not only to the company, but to all employees and the wider NHS.

We have identified three areas within each pillar which will allow us to build, year on year, to introduce new aspects of health and safety systems and culture development.

Our target is to have an ‘independent’ safety culture by 2024. Annual Health, Safety and Wellbeing plans will be developed to identify actions required to take us on that journey and introduce systems, procedures and behaviours to support the culture change.

Our Health, Safety and Wellbeing Strategy

To support the NHS by developing safe systems of work for NHSPS that protect the health, safety and wellbeing of our colleagues and those affected by what we do.

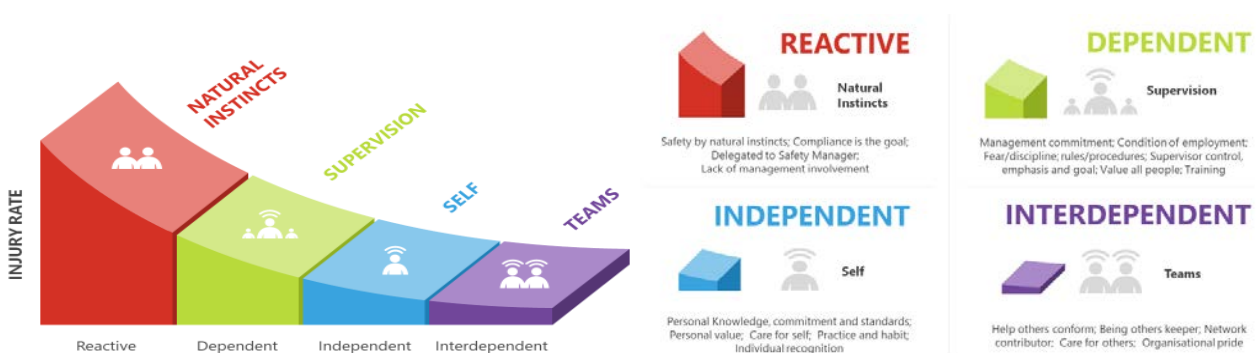


Each of the three areas in each pillar will provide the focus for actions, projects and improvements to inform the annual health, safety and wellbeing plan to drive the direction towards an improving safety culture.

The Bradley Curve is a recognised tool for assessing where an organisation is in relation to its health and safety culture. NHSPS has included 'wellbeing indicators' and we will use these and health and safety indicators to indicate the progress and measurement of culture change.

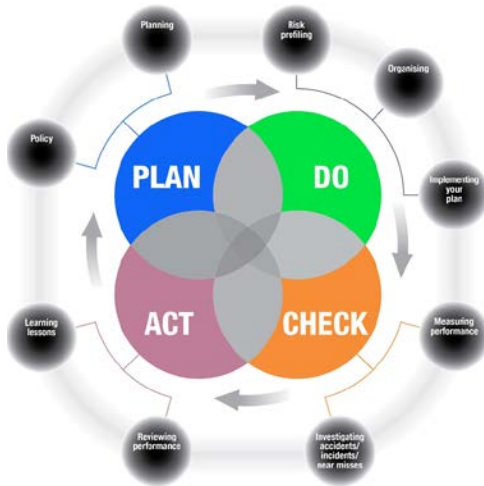
A review of the procedures and attitudes towards health and safety in 2018/19 indicated that NHSPS was in the 'reactive' stage. Our approach to wellbeing was in its infancy.

The Bradley Curve



The annual Health, Safety and Wellbeing plans will develop the structure and engagement of safety activity to enable NHSPS move from the reactive stage. Annual assessments of the behaviours in NHSPS will be made against the indicators in the sections of the Bradley Curve.

Plan, Do, Check Act



As part of the measure of improvement at company and senior manager level, we will assess against the HSE and Institute of Directors document 'Leading Health and Safety at Work' which is based on Plan, Do, Check, Act.

Implementation and culture will be assessed by completion of 'safety checks', surveys where possible, and audits.

We have developed descriptors of wellbeing standards to achieve, including the Mental Health at Work Commitments.

Implementation and culture from a Health and safety perspective will be assessed by completion of 'safety checks' and audits. We will review our progress on wellbeing from feedback in the Engagements surveys.



Leadership and performance

Visible and Active Leadership

A positive safety culture starts with the communications and actions of senior leaders of the organisation. Visible and active safety leadership by ExCo, Regional Leadership Teams and Directorate Managers clearly demonstrates to employees and others, the commitment to each other in providing a safe workplace supporting the development and leadership of a positive safety culture in all teams.

We will seek to achieve this by:

- Executive Directors being part of the Strategic Health and Safety Forum
- National Health, Safety and Wellbeing Forum taking a leadership role in supporting the health, safety and wellbeing agenda
- Regional Leadership Teams and Health, Safety and Wellbeing Forums having responsibility for health and safety leadership and wellbeing
- Safety or Wellbeing Moments in meetings / Safety Conversations
- Reporting on a Corporate Health and Safety Dashboard.

Positive and Mature Safety Culture

A positive and mature safety culture is one where everyone contributes to health and safety in the workplace for themselves, their colleagues and those we deliver services to, and where there is raised awareness of risk amongst our teams so we can prevent harm.

We seek to achieve this by:

- Increasing near miss reporting and introducing safety observations
- Recognising good safety performance

Making the Safe Way the Only Choice

NHSPS aims to create an environment where working the safe way is the natural choice because it is encouraged, supported and equipment, tools and training are provided to ensure that safe choice can always be made, and where the wellbeing of colleagues is of paramount importance to our culture.



Process and performance

Health, Safety and Wellbeing Management System

Clear expectations around high standards of health, safety and wellbeing will be supported with fit for purpose documents, systems and activities. These will be well communicated so that they can be followed and implemented consistently across the organisation, addressing all of the varying risks and provide uniform safe ways of working to be applied across common work areas. In order to ensure that these processes are effective, and risks mitigated there needs to be measurement against key performance indicators and audits of sites.

We seek to achieve this by:

- Developing clear, easy to understand procedures supported by clear guidance and standard forms.
- Introducing an annual audit programme to measure implementation.
- Providing wellbeing webinars, campaigns, guidance and support for colleagues.

Accurate Incident Reporting

Open and accurate incident reporting is key to developing a Health and Safety system which addresses the risks faced by colleagues whilst delivering services. It also assists us in identifying if controls are working. Everyone should be able to report an accident or near miss.

Digitalisation

With the increasing move to technology and applications (Apps) we must ensure that the safety system embraces this and increases access for all to the information. We seek to achieve this by:

- Having all procedures, guidance and forms available on the Health and Safety page of the NHSPS Intranet site.
- Promoting storage of documents within Sharepoint either by Region or Property.
- Embedding Health and Safety within systems for example CORE
- Developing Apps to support training, access to information, incident reporting etc



Maintaining competence

Effective safety management requires competence at every level. Competence, in this context, is the ability for every employee to recognise the most foreseeable risks, particularly serious risks and be able to take steps to control them. It also allows employees to recognise when they are not competent to complete a task and to seek assistance from someone who is, in an open supportive and safe way.

Training and Skills matrix

Identifying the correct targeted training for each job role is important in delivering effective, relevant information to achieve appropriate competence levels. We seek to achieve this by:

- Developing a training and skills matrix with learning pathways for each job role.
- Providing training in a variety of formats to cover all learning preferences.

Structured and Targeted HSW Communication

Communication is key to ensuring that the correct messaging is reaching colleagues in a format that they engage with. We will develop and continually update our communications plan to look at how we provide information both internally and externally on health and safety in a clear way to assist in making safe choices.

Continued Professional Development

Competence is an area that needs to be continually 'refreshed'. This may be due to changes in procedures driven by lessons learnt, change in legislation or introduction of new equipment or tools. Where formal training is required then this will be added to the training and skills matrix.

However, refresh updates can be delivered effectively to groups by webinars or by using similar platforms so we will explore and use different media to assist in continued professional development at all levels of the organisation.



Health and Wellbeing

A positive health and wellbeing culture results in a healthier, happier and more engaged workforce. This is key to driving sustainable performance and productivity, benefiting us, you, our customers and making our local communities more resilient. NHSPS is committed to embedding this inclusive health and wellbeing culture by focusing on three key areas:

Workplace Health Hazards

As we define and expand the services we deliver; it is important to understand the risks that may be encountered from a workplace health perspective. This can be from the use of particular chemicals or substances, working in environments which may contain hazardous materials such as asbestos or ionizing radiation or where there may be high noise levels which could impact hearing.

To manage these risks, it's important to ensure they are effectively identified and assessed, and robust arrangements and measures are in place to control these risks using the 'Hierarchy of Control', elimination, substitution, engineering controls, administrative controls and personal protective equipment.

Physical Health and Wellbeing

Physical activity has enormous potential to enhance our wellbeing and can increase our mental alertness, energy and positive mood. It is important to be physically fit and to perform at our best in any given situation. Whether at home or at work, we need to ensure we are fueling our body with the right food and drink, while continuously developing our resilience and not forgetting the importance of making time for adequate rest and relaxation.

We will identify what presents risks to physical health and wellbeing at work. This will help us to raise awareness of how to reduce those risks and ensure suitable arrangements are in place to support everyone suffering from physical health issues. Examples of this include; making reasonable adjustments to accommodate employees under the DDA, creating a physically safe working environment and promoting and managing musculoskeletal problems within the workplace.

Mental Health and Wellbeing

Positive mental health and wellbeing is an essential component in our ability to function. Like physical health, it's not static and will vary along a scale from day to day and through our life. Mental health is defined as a positive physical, social and mental state, in which every individual realises their potential, has a sense of purpose, can cope with the normal stresses of life, work productively and fruitfully, and is able to contribute to their community.

We will identify what presents a risk to mental health and wellbeing at work and ensure suitable arrangements are in place to:

- Create a working environment which drives positive mental health and wellbeing outcomes
- Promote an open culture around mental health which fosters a culture of trust, co-operation and mutual respect
- Ensure all are aware of the steps that can be taken to minimise the effects of personal negative situations to maintain good mental and physical health

- Provide reasonable and practical support for all who have concerns regarding their mental health and wellbeing.

To demonstrate that health and wellbeing is a priority for us we have signed up to the Mental Health at Work Commitment and associated standards.

To ensure delivery of the key areas above, we will define the services required to support our activities and maintain the health and wellbeing of our colleagues. This will include access to occupational health advice and an employee assistance programme.