Health and safety

Strategy and action plan 2017/18

'Safety first'

1.   Introduction and links to our broader strategy

This strategy is a public commitment of how the NHS Business Services Authority (NHSBSA) plans to continue achieving high standards of health and safety through the provision of healthy working environments, safe working practices and safe people working therein. This is in addition to ensuring delivery of the duties placed upon us by health and safety law and any central government mandates. It also sets out how the NHSBSA will continue to add broader value to society through its activities.

Our Health and Safety Strategy and Action Plan is part of the NHSBSA's broader approach to corporate responsibility, and our 'Good Business' approach. For more details, read our Good Business – Corporate Responsibility Strategy.

Our health and safety objectives, targets and actions (Appendix 1) are created through extensive consultation, as well as consideration of our legal and mandated requirements. The following are our key sources of consultation and information informing this strategy:

- National Joint Health and Safety Committee (national consultative committee attended by representatives from across the business, chaired by Corporate Secretary, occurring at least three times per year)

- Local Health and Safety Groups (site / business area specific groups, focusing on local health and safety issues)

- Health and Safety Management System – including risk and legal requirement reviews (at least annual), and quarterly team performance reviews – managed by the Safety, Health and Environment (SHE) Manager

- Community, Environment and Wellbeing (CEW) Committee (quarterly senior leadership group, setting strategy, chaired by Corporate Secretary), including materiality and stakeholder review (see our Good Business – Corporate Responsibility Strategy)

- Community, Environment and Wellbeing (CEW) Staff Network (quarterly consultative group for local staff representatives)

The NHSBSA Strategy explains the vision of the NHSBSA, including our strategic goals. The Health and Safety strategy and action plan embodies all of our values and contributes to the delivery of many of our strategic goals. The Action Plan at Appendix 1 clearly states which strategic goals the actions in each objective area contribute to.

2.   Our vision

Full details of our health and safety commitments are documented in our Health and Safety Policy, which is available on our intranet, internet and by request.

In summary, we are committed to achieving high standards of health and safety through the provision of healthy working environments, safe working practices and safe people working therein.

We will achieve this by providing:

- ✓ a safe working environment including safe entry and exit to all workplaces

- ✓ safe systems of work

- ✓ consistent policies for significant health and safety risks

- ✓ consultation with all staff on health and safety matters

- ✓ training, information, instruction and supervision for all employees as required

- ✓ emergency preparedness, including the management of accidents, first aid and ill-health issues

- ✓ systems to monitor health and safety performance.

Ultimately, our strategy should help to ensure everyone thinks…

'Safety first'

Health and safety strategy and action plan 2017/18 (06/17) (V1.0)

4.   Meeting our duties and delivering improvements

As a starting point, the NHSBSA must comply with a range of health and safety laws related to our operational activities. We manage this through the operation of our Health and Safety Management System.

However, compliance is only a starting point for us, and we recognise that a proactive approach to the health and safety delivers a broad range of benefits.

Why health and safety is important to us

A sensible and well organised health and safety culture should not be seen as a regulatory burden - it offers significant opportunities and benefits for both employees and employers, which can include:

- a healthier, happier, engaged workforce with increased motivation and morale

- increased employee retention and reduced sickness absence and associated costs

- improved organisational reputation, with both potential employees and service users

- improved accessibility to work for those with health issues

- legal compliance and delivery of government policies

- reduced pressure on the health and care system

Added value

We also recognise that our activities, products and services, and the way we choose to deliver them, can create added value for the broader environment, society and the economy. This impact is often far greater than our immediate operational areas of focus. We aim to maximise this value, for example by assessing projects and procurement activity to enhance our added value.

Delivering our objectives

Our health and safety action plan (Appendix 1) gives details of:

- **actions** we will take (including action owner, outcome and target deadline)
- the health and safety **objective** it supports
- associated **target** if applicable

Each objective also contributes to the delivery of one or more of the **NHSBSA's strategic goals** and these are also highlighted, along with the **broader trend** the objective is also aiming to address, taken from our materiality assessment (see our Good Business – Corporate Responsibility Strategy).

Responsibilities and governance

Our Chief Executive is ultimately responsible for the delivery of this strategy. This is delegated to the NHSBSA Corporate Secretary as Leadership Team representative.

At NHSBSA Board level, Mark Ellerby is our non-executive director champion, ensuring appropriate oversight of the executive directors' performance.

Our National Joint Health and Safety Committee drives the agenda from a strategic level and ensures appropriate consultation takes place. This is chaired by our Corporate Secretary, and is made up of representatives from across the business (terms of reference are available on request). The committee meets at least three times per year.

Our local Health and Safety Groups provide the link to our people and local health and safety management, and ensures engagement and consultation happens across the business (terms of reference are available on request). These groups meet throughout the year and staff representatives ensure the agenda is delivered locally.

The Community, Environment and Wellbeing (CEW) Committee also provide input into the NHSBSA's approach to Health and Safety, specifically driving the wellbeing agenda and also coordinating assessments of key longer term business risks (see our Wellbeing Strategy and Action Plan for more details).

Reporting and monitoring our progress internally

Progress against our objectives, targets and actions is monitored by the SHE Manager, collating data from relevant functions as required.

Reporting is undertaken as follows:

- Board – Corporate governance papers at each meeting and Annual Report

- Leadership Team – Quarterly update report and Annual Report

- Staff – Quarterly update report, Loop (newsletter) and Hub (Intranet) articles and Annual Report.

Reporting progress to our external stakeholders

We publish specific details on our health and safety performance in the NHSBSA Annual Report and Accounts and also a specific Corporate Responsibility Annual Report. This contains detailed data related to our performance and progress, with commentary.

Appendix 1 – Health and Safety Action Plan for 2017/18

This action plan sets out our health and safety objectives to ensure we continue to improve our performance, and meet our legal and mandated duties. The plan is set out to clearly show which of the materiality assessment trends each objective relates to.

Objectives are grouped into the following key areas; 1) Maintaining an appropriate governance framework, to ensure compliance and continuous improvement, 2) healthy working environments, 3) safe working practices, 4) safe people, 5) Creating wider environmental, social and economic value, through our activities and supply chain. Objectives in each area contribute to delivery of one or more NHSBSA strategic goals, and these are included in each section. Also, the UK / global trend(s) they are addressing is highlighted.

How our objectives have been set:
The key below indicates which objectives have been set as a result of either; being a legal requirement, being mandated by central government, identified via our health and safety management system (HSMS), or were highlighted as a priority during the consultation and engagement we have carried out with our committees (including stakeholder input) or staff groups.

Each objective in the plan is marked with the relevant symbol(s), under the column headed 'Benefits / rationale':

L – Legal requirement	**Gov – Government Mandate**	**HSMS – Health and Safety Management System**
E – Employee consultation (including local H&S Groups and CEW Staff Network)		**M – Management consultation (including National Joint H&S Committee and CEW Committee)**

Summary of targets:

The following is a summary of our corporate targets:

Operational performance indicators:
- To perform better than the best performers in our business sector (less than 12 RIDDORs in 2017/18).
- Sickness absence less than 3%
- Staff turnover rate of up to 10%

Management performance indicators:
- Maintain Better Health at Work Award – at Continuous Improvement Level
- Over 90% of health and safety online learning modules completed by deadline
- Over 80% of staff indicate they are provided with the relevant information and support needed to carry out their role in a safe manner in NHSBSA staff survey

These are highlighted below where linked to a specific action.

Longer term corporate responsibility goals and targets are published in our Good Business – Corporate Responsibility Strategy.

Objective Area 1: Maintaining an appropriate governance framework to ensure compliance and continuous improvement

How objective 1 supports the **NHSBSA strategic goals**:

- **We will improve service and deliver great results for customers** – Transparency, continuous improvement and ensuring legal compliance gives our customers confidence in how we operate our business.

Trend considered: Value Change

	Action	Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
a	Include health and safety commentary in NHSBSA Annual Report and Accounts 2016/17, and more detailed Corporate Responsibility Annual Report	Information included in Annual Report(s), ensuring transparency and sharing approach with stakeholders **(L, Gov)** **Added value:** Sharing of approach with other organisations, encouraging responsible business practice	Head of Risk and Assurance	30/06/17	Mandated and stakeholder interest information included in Annual Report(s), made publically available	Staff survey
b	Update Health and Safety Strategy and Action Plan for 2017/18, reviewed and approved by National Joint H&S Committee and NHSBSA Leadership Team	Agreed plan and monitoring arrangements in place **(L, HSMS, M)** **Added value:** Sharing of approach with other organisations, encouraging responsible business practice	Head of Risk and Assurance	30/06/17	Agreed Strategy and Action Plan in place	Staff survey
c	Deliver bespoke training session to NHSBSA Board on health & safety for exec/ non-exec directors	Improved governance over health and safety arrangements and performance through improved knowledge and understanding at Board level (L, M) **Added value:** Other organisations benefitting from non-exec knowledge through their other roles	Head of Risk and Assurance	14/09/17	Board training delivered via qualified provider	Staff survey

	Action	Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
d	Include health and safety questions in NHSBSA staff survey, to measure engagement levels and areas for improvement	Engagement levels measured and actions established to improve (**M**)	Head of Learning and OD	31/12/17	Questions included in staff survey, and responses analysed	N/A
e	Provide quarterly update to staff on health and safety performance	Awareness maintained in workforce of progress against targets (**HSMS, E, M**)	SHE Manager	31/03/18	Quarterly updates published and promoted	Staff survey
f	Chief Executive and/or non-exec to attend a National Joint H&S Committee meeting annually	Board level commitment to health and safety and committee's work is demonstrated to staff **(M)**	Chair / Chief Executive / Corporate Secretary	31/03/18	National Joint H&S Committee meeting (s) attended	Staff survey
g	Non- exec and exec champions to continue in their roles, including quarterly report to Leadership Team	Health and safety issues are championed at Board and Leadership Team levels **(HSMS, M)**	Non-executive champion Corporate Secretary	31/03/18	Exec and non-exec champions in place, who champion health and safety issues at Board and LT level	Staff survey
h	National Joint Health and Safety Committee to monitor performance against health and safety strategy	Staff consultation and oversight of the delivery of the health and safety strategy **(HSMS, E, M)**	National Joint H&S Committee SHE Manager	31/03/18	National Joint H&S Committee meetings take place and monitor progress	Staff survey
i	Local health and safety staff groups to represent business areas and provide input and support	Staff consultation and support provided on local actions **(HSMS, E, M)**	Local staff H&S groups	31/03/18	Local staff H&S group meetings take place and provide support and input	Staff survey
j	Maintain membership of stakeholder groups, including e.g. HSE, NHS Employers, IOSH, CIPD etc., informing policy / practice in year	Ensures alignment with mandated requirements, and sharing of best practice, legislation changes etc. **(HSMS, M)** **Added value:** Sharing of approach with other organisations, encouraging responsible business practice	SHE Manager	31/03/18	Memberships maintained and events / training etc. attended	Staff survey

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
k	Implement the requirements of the NHS staff health and wellbeing CQUIN	Benchmark in place to ensure continuous improvement **(Gov, E, M)** **Added value:** Improvement in public health, reducing pressure on health and care system	Corporate Responsibility Manager	31/03/18	CQUIN requirements delivered	Absence / turnover stats Staff survey

Objective Area 2: Healthy working environments

How objective 2 supports the **NHSBSA strategic goals**:

- **We will improve service and deliver great results for customers** – The provision and maintenance of healthy working environments increases staff morale, productivity and attracts new people to work in our business.
- **We will reduce our unit costs by 50%** - Healthy working environments increase staff productivity and efficiency. They also reduce absence, staff turnover, litigation / prosecution costs and help to attract new people to our business.

Trend considered: Demography, Value Change, Technology, Climate Change

	Action	Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
a	Roll-out new hard / soft FM contracts across estate, including property and facilities management requirements – ensuring a healthy working environment	Healthy working environment maintained and improved across estate **(M)**	Operational Facilities Manager	31/07/17	Contract let and requirements rolled-out on site	Accident / absence / turnover stats Staff survey
b	Refurbish 4th floor at Bridge House	Improved working environment at Bridge House **(M)**	Operational Facilities Manager	31/03/18	Completion of refurbishment at Bridge House	Accident / absence / turnover stats Staff survey
c	Refurbishment of floors at Fleetwood	Improved working environment at Fleetwood **(M)**	Operational Facilities Manager	31/03/18	Completion of refurbishment at Fleetwood	Accident / absence / turnover stats Staff survey

	Action	Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
d	Install doors opening into quad area at Fleetwood	Improved working environment at Fleetwood **(M)**	Operational Facilities Manager	31/03/18	Completion of door install at Fleetwood	Accident / absence / turnover stats Staff survey
e	Refurbishment of Middlebrook office areas	Improved working environment at Middlebrook **(M)**	Operational Facilities Manager	31/03/18	Completion of refurbishment at Middlebrook	Accident / absence / turnover stats Staff survey
f	Refurbishment of Wakefield office areas	Improved working environment at Wakefield **(M)**	Operational Facilities Manager	31/03/18	Completion of refurbishment at Wakefield	Accident / absence / turnover stats Staff survey
g	Maintain Property and Facilities Management Health and Safety meetings, ensuring cross-working on management of buildings / services	Safe working conditions maintained across estate **(L, HSMS, M)**	SHE Manager	31/03/18	Meetings attended and actions completed throughout year	Accident / absence / turnover stats Staff survey
h	Include SHE on agenda of hard/ soft FM review meetings with suppliers, ensuring input from SHE Team, and monitoring contract requirements	Safe working conditions maintained across estate **(L, M)**	Operational Facilities Manager	31/03/18	Meetings attended and actions completed throughout year	Accident / absence / turnover stats Staff survey
i	Support the continuation of the roll-out of agile working practices, including further homeworking and introduction of collaborative working tools, reviewing health and safety arrangements	Safe working practices maintained in agile working practices **(M)** **Added value:** Availability of flexible working helps people manage work-life balance, e.g.	SHE Manager	31/03/18	Agile working practices are delivered, in safe manner	Accident / absence / turnover stats Staff survey

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
	throughout project and implementation	caring responsibilities etc.				
j	Implement the requirements of the NHS staff health and wellbeing CQUIN	Improved working environments linked to specific requirements of CQUIN **(Gov, E, M)** **Added value:** Improvement in public health, reducing pressure on health and care system	Corporate Responsibility Manager	31/03/18	CQUIN requirements delivered	Absence / turnover stats Staff survey

Objective Area 3: Safe working practices

How objective 3 supports the **NHSBSA strategic goals**:

- **We will improve service and deliver great results for customers** – The adoption of safe working practices increases staff morale, productivity and attracts new people to work in our business.
- **We will reduce our unit costs by 50%** - Safe working practices increase staff productivity and efficiency. They also reduce absence, staff turnover, litigation / prosecution costs and help to attract new people to our business.

Trend considered: Demography, Value Change

	Action	Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
a	Undertake audit of the NHSBSA Health and Safety Management System, via the NHSBSA Internal Audit Service. Implement actions as a result of any recommendations.	Working practices reviewed against current policy and best practice. Improvements made where required. **(M)**	SHE Manager	31/03/18	Audit completed and actions agreed and completed	Accident / absence / turnover stats Staff survey
b	Re-procure our Occupational Health and Employee Assistance Programme, reviewing our requirements and embedding in contract	Professional help and advice provided to managers and staff for both work and non-work related issues – embedded as part of our working practices **(L, Gov, HSMS, E, M)** **Added value:** Improvement in public health, reducing pressure on health and care system	Head of HR	31/03/18	Occupational Health and Employee Assistance Programme services re-procured, and promoted	Absence / turnover stats Staff survey
c	Continue to maintain the Mental Health First Aid network across the business – including group meetings, training and promotion, and identifying where further staff groups may benefit from training	Managers and staff supported in identifying and advising on mental health issues, and the signposting of support / advice **(Gov, E, M)** **Added value:** Improvement in public health, reducing pressure on health and care system	Corporate Responsibility Manager	31/03/18	Mental Health First Aid network in place, and used by our people	Absence / turnover stats Staff survey

	Action	Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
d	Continue to maintain the Domestic Abuse Champion network across the business – including group meetings, training and promotion, and identifying where further staff groups may benefit from training	Managers and staff supported in identifying and advising on domestic abuse issues, and the signposting of support / advice **(E, M)** **Added value:** Improvement in public health, reducing pressure on health and care system	Corporate Responsibility Manager	31/03/18	Domestic Abuse Champion network in place, and used by our people	Absence / turnover stats Staff survey
e	Implement the requirements of the NHS staff health and wellbeing CQUIN	Improved working practices linked to specific requirements of CQUIN **(Gov, E, M)** **Added value:** Improvement in public health, reducing pressure on health and care system	Corporate Responsibility Manager	31/03/18	CQUIN requirements delivered	Absence / turnover stats Staff survey
f	Review and update Property & Facilities Management policies and procedures to align with new supplier arrangements for hard / soft FM	Safe working practices maintained across estate **(L, M)**	SHE Manager Operational Facilities Manager	31/03/18	Policies And procedures updated and published	Accident / absence / turnover stats Staff survey

Objective Area 4: Safe people

How objective 4 supports the **NHSBSA strategic goals**:

- **We will improve service and deliver great results for customers** – Ensuring that our people are well trained and cared for increases staff morale, productivity and attracts new people to work in our business.
- **We will reduce our unit costs by 50%** - Ensuring our people are safe increases staff productivity and efficiency. It also reduces absence, staff turnover, litigation / prosecution costs and help to attract new people to our business.

Trend considered: Demography, Value Change

	Action	Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
a	Create and roll-out a targeted campaign, coaching and training our line managers on our Manager's Responsibilities procedure, and associated requirements	Helps managers ensure legal compliance and safe workforce **(L, HSMS, M)**	SHE Manager	31/08/17	Campaign created and rolled out to line managers	Accident / absence / turnover stats Staff survey
b	Develop and roll-out reviewed COSHH training for relevant staff	Helps relevant staff ensure legal compliance and safe workforce **(L, HSMS, M)**	SHE Manager	31/08/17	Relevant staff trained on COSHH	Accident / absence / turnover stats Staff survey
c	Roll out campaign in support of World Mental Health Day, as part of CEW Campaign timetable 2017/18	Awareness maintained in workforce (**E, M**) **Added value:** Improvement in public health, reducing pressure on health and care system	Corporate Responsibility Manager	31/10/17	Campaign rolled out	Absence / turnover stats Staff survey

	Action	Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
d	Continue rolling SHE Audit Schedule, coaching staff and tracking implementation of actions	Health and safety arrangements and practices checked, and improvements made **(L, HSMS, M)**	SHE Manager	31/03/18	Audit plan completed	Accident / absence / turnover stats Staff survey
e	Re-procure our Occupational Health and Employee Assistance Programme, reviewing our requirements and embedding in contract	Professional help and advice provided to managers and staff for both work and non-work related issues. **(L, Gov, HSMS, E, M)** **Added value:** Improvement in public health, reducing pressure on health and care system	Head of HR	31/03/18	Occupational Health and Employee Assistance Programme services re-procured, and promoted	Absence / turnover stats Staff survey
f	Implement the requirements of the NHS staff health and wellbeing CQUIN	Improved people practices linked to specific requirements of CQUIN **(Gov, E, M)** **Added value:** Improvement in public health, reducing pressure on health and care system	Corporate Responsibility Manager	31/03/18	CQUIN requirements delivered	Absence / turnover stats Staff survey

Objective Area 5: Creating wider environmental, social and economic value through our activities and supply chain

How objective 5 supports the **NHSBSA strategic goals**:

- **We will improve service and deliver great results for customers** – By engaging with our suppliers we will ensure that they help us deliver for our customers. Creating wider value for the environment, society and economy also has a positive impact on the public.
- **We will reduce our unit costs by 50%** - Ensuring professional management of health and safety in our supply chain will help us ensure a reduced risk of associated costs with accidents and incidents.

Trend considered: Demography, Value Change, Politics

	Action	Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
a	Embed the supplier engagement process with those suppliers in areas of high priority, aligned with Diversity & Inclusion and Community, Environment and Wellbeing (CEW)	Key risks / opportunities addressed through supplier engagement **(Gov, HSMS, M)** **Added value:** Broader health and safety benefits gained through contract management, down supply chains etc	Corporate Responsibility Manager	31/08/17	Supplier engagement process embedded	Accident / absence / turnover stats Staff survey
b	Continue working with NHS Supply Chain to monitor and drive continuous improvement in Health and safety performance (monthly performance review, quarterly H&S Review)	Drives health and safety in NHS Supply Chain contract **(L)** **Added value:** Broader health and safety benefits gained through contract management, down supply chains etc	Supplier Management Operations Compliance Manager	31/03/18	Governance arrangements in place and operating	Accident / absence / turnover stats Staff survey