Health and safety

Strategy and action plan 2022/23

‘Safety first’

***Infographic 1 – Safety Logo or another suitable safety graphic***

**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. During 2021/22, the business’s key area of focus was to ensure the health, safety and welfare of our people in response to the COVID-19 pandemic. The controls put in place for all premises were assessed against government guidance on providing a COVID-secure business and this remained in place throughout 2021/22. COVID-19 restrictions ended in early 2022 with the revocation of the last remaining legal controls. The government’s “Living with COVID-19” strategy was introduced with guidance and controls implement across our estate.

The SHE Team shall continue to support the business as we transition into a hybrid way of working, whilst rationalising our estate and increasing the overall number of contractual home workers. The business will ensure risks are assessed and appropriate arrangements are put in place whilst supporting colleagues in their new way of working.

This is in addition to ensuring delivery of the duties placed upon us by health and safety law and any central government mandates. This Strategy 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 Business Strategy 2022-25, and ‘Our People’ goal.

Our health and safety targets (see appendix) 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 Safety, Health and Environment (SHE) Committee (national consultative committee attended by representatives from across the business, chaired by Executive Director of People and Corporate Services, occurring at least three times per year)
* Local Safety, Health and Environment (SHE) Groups (site / business area specific groups, focusing on local SHE 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

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 in the appendix 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’

***Infographic 2 – Suitable safety graphic***

**3. 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

***Infographic 3 – Suitable safety graphic***

**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 (see appendix) gives details of:

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

Each objective also contributes to the delivery of one or more of the NHSBSA’s strategic goals and these are also highlighted.

**Responsibilities and governance**

Our Chief Executive is ultimately responsible for the delivery of this strategy. This is delegated to the Executive Director of People and Corporate Services as Leadership Team representative.

Mark Ellerby is our non-executive director champion, ensuring appropriate oversight of the executive directors’ performance.

***Infographic 4 – Suitable safety graphic***

Our National Joint Safety, Health and Environment (SHE) Committee drives the agenda from an operational level and ensures appropriate consultation takes place. This is chaired by our Executive Director of People and Corporate Services and is made up of representatives from across the business. The committee meets at least three times per year.

Our local SHE Groups provide the link to our people and local health and safety management, and ensures engagement and consultation happens across the business. These groups meet throughout the year and staff representatives ensure the agenda is delivered locally.

**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 – Board papers and Annual Report
* Leadership Team – Performance report at each monthly meeting, six monthly overview report and Annual Report
* Colleagues – Quarterly update at National Joint SHE Committee, live dashboard, (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 Safety, Health & Environment Annual Report. This contains detailed data related to our performance and progress, with commentary.

***Infographic 5 – Suitable safety graphic***

**Appendix – Health and Safety Action Plan for 2022/23**

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.

Objectives are grouped into the following key areas;

1. Maintaining an appropriate governance framework, which ensures continual improvement and a commitment to fulfil our compliance obligations,
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.

**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 SHE Groups)
* M – Management consultation (including National Joint SHE 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 with less than 5 RIDDORs in 2022/23.

(based on Health and Safety Executive 2020/2021 RIDDOR accident rate data for Public Administration, total of fatal and non-fatal reportable injuries per 100,000 employees. Using NHSBSA headcount as of 01/04/2022 of 3811 employees)

Management performance indicators:

* Maintain Health and Safety Management System
* Deliver Annual SHE Audit Plan
* >90% of e-learning SHE modules completed

**Objective Area 1: Maintaining an appropriate governance framework, which ensures continual improvement and a commitment to fulfil our compliance obligations**

NHSBSA strategic goals supported:

Customer, Our People, Social Impact, Value, Ambition

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| Action | Include health and safety commentary in NHSBSA Annual Report and Accounts 2021/22, and more detailed SHE Annual Report |
| Benefits / rationale | Information included in Annual Report(s), ensuring transparency, and sharing approach with stakeholders (L, Gov, HSMS)Added value: Sharing of approach with other organisations, encouraging responsible business practice |
| Lead(s) / Resources | Head of Governance |
| Timescale | 31/12/2022 |
| Measure of success | Mandated and stakeholder interest information included in Annual Report(s), made publicly available |
| Corporate target | Management System |

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| --- | --- |
| Action | Update Health and Safety Strategy and Targets for 2022/23, reviewed and approved by National Joint SHE Committee and NHSBSA Leadership Team |
| Benefits / rationale | Agreed plan and monitoring arrangements in place (L, HSMS)Added value: Sharing of approach with other organisations, encouraging responsible business practice |
| Lead(s) / Resources | Head of Governance |
| Timescale | 31/08/2022 |
| Measure of success | Agreed Strategy and Targets in place |
| Corporate target | Management System |

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| Action | Provide updates to colleagues on health and safety performance – via dashboard, Committee reports, annual reports, articles. |
| Benefits / rationale | Awareness maintained in workforce of progress against targets(L, HSMS) |
| Lead(s) / Resources | SHE Manager |
| Timescale | 31/03/2023 |
| Measure of success | Colleagues up-to-date on performance  |
| Corporate target | Management System |

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| --- | --- |
| Action | Non-exec and exec Champions to continue in their roles |
| Benefits / rationale | Health and safety issues are championed at Board and Leadership Team levels(L, HSMS, E, M) |
| Lead(s) / Resources | Non-exec champion, Exec-champion |
| Timescale | 31/03/2023 |
| Measure of success | Exec and non-exec champions in place, and champion health and safety issues at Board and LT level |
| Corporate target | Management System |

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| --- | --- |
| Action | National Joint SHE Committee to monitor performance against health and safety strategy |
| Benefits / rationale | Collegue consultation and oversight of the delivery of the Health and Safety Strategy(L, HSMS, E, M) |
| Lead(s) / Resources | National Joint SHE Committee, SHE Manager |
| Timescale | 31/03/2023 |
| Measure of success | National Joint SHE Committee meetings take place and monitor progress |
| Corporate target | Management System and Audit Plan |

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| --- | --- |
| Action | Local SHE groups to represent business areas and provide input and support |
| Benefits / rationale | Colleague consultation and support provided on local actions(L, HSMS, E, M) |
| Lead(s) / Resources | Local SHE groups |
| Timescale | 31/03/2023 |
| Measure of success | Local SHE group meetings take place and provide support and input |
| Corporate target | Management System and Audit Plan |

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| --- | --- |
| Action | Maintain membership of / communications with stakeholder groups, including e.g. HSE, NHS Employers, IOSH, CIPD etc., informing policy / practice in year |
| Benefits / rationale | 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 |
| Lead(s) / Resources | SHE Manager |
| Timescale | 31/03/2023 |
| Measure of success | Memberships maintained and events / training etc. attended  |
| Corporate target | Management System |

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| --- | --- |
| Action | Further develop SHE Team including appropriate succession planning |
| Benefits / rationale | Ensures ongoing delivery of mandated requirements, and sharing of best practice, legislation changes etc.(HSMS, M) |
| Lead(s) / Resources | SHE Manager |
| Timescale | 31/03/2023 |
| Measure of success | Delivery of Safety and Health Targets 2022/23 |
| Corporate target | Management System |

**Objective Area 2: Healthy working environments**

NHSBSA strategic goals supported:

Our People, Social Impact, Value

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| --- | --- |
| Action | Maintain Estates management of Health and Safety, ensuring cross-working on management of buildings / services |
| Benefits / rationale | Safe working conditions maintained across estate(L, HSMS, M) |
| Lead(s) / Resources | SHE Manager, SHE Advisors |
| Timescale | 31/03/2023 |
| Measure of success | Meetings attended and actions completed throughout year |
| Corporate target | Accident / Incident, Management System |

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| --- | --- |
| Action | Include SHE on agenda of TFM review meetings with suppliers, ensuring input from SHE Team, and monitoring contract requirements |
| Benefits / rationale | Safe working conditions maintained across estate(L, HSMS, M) |
| Lead(s) / Resources | Estates Management, TFM |
| Timescale | 31/03/2023 |
| Measure of success | Meetings attended and actions completed throughout year |
| Corporate target | Accident / Incident, Management System |

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| Action | Support the continuation of the roll-out of hybrid working practices, working with the Our Way Ahead Team to ensure any business transition is effective and all SHE requirements are addressed. |
| Benefits / rationale | Safe working practices maintained in hybrid working practices(L, HSMS, M)Added value: Availability of flexible working helps people manage work-life balance, e.g. caring responsibilities etc. |
| Lead(s) / Resources | SHE Manager, SHE Advisors |
| Timescale | 31/03/2023 |
| Measure of success | Hybrid working practices are delivered, in a safe manner |
| Corporate target | Accident / Incident, Management System |

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| Action | Ensure the roll-out of Portable Appliance Testing (PAT) for hybrid working practices. |
| Benefits / rationale | Safe working practices maintained in hybrid working practices(L, HSMS, M)Added value: Availability of flexible working helps people manage work-life balance, e.g. caring responsibilities etc. |
| Lead(s) / Resources | SHE Manager, Compliance Steering Group |
| Timescale | 31/03/2023 |
| Measure of success | PAT system delivered for hybrid working |
| Corporate target | Accident / Incident, Management System |

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| Action | Maintain and deliver rolling programme of building rationalisation / maintenance / improvements / refurbishment |
| Benefits / rationale | Estate maintained and improved, ensuring healthy working environment for our people(L, M) |
| Lead(s) / Resources | Estates Management |
| Timescale | 31/03/2023 |
| Measure of success | Completion of programme |
| Corporate target | Accident / Incident |

**Objective Area 3: Safe working practices**

NHSBSA strategic goals supported:

Our People, Social Impact, Value

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| Action | Continue to embed business SHE requirements into new service areas and infrastructure |
| Benefits / rationale | Working practices reviewed against current policy and best practice. Improvements made where required(L, HSMS, E, M)Added value: Injuries etc. treated, reducing pressure on health and care system |
| Lead(s) / Resources | SHE Manager / Due Diligence Process where appropriate |
| Timescale | 31/03/2023 |
| Measure of success | Embed SHE requirements |
| Corporate target | Accident / Incident, Management system |

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| Action | Roll out the DSE and home working assessment App |
| Benefits / rationale | Working practices reviewed against current policy and best practice. Improvements made where required(L, HSMS, E, M)Added value: Injuries etc. treated, reducing pressure on health and care system |
| Lead(s) / Resources | SHE Manager / SHE Advisers |
| Timescale | 31/03/2023 |
| Measure of success | Full business roll out with >90% uptake and completion |
| Corporate target | Accident / Incident, Management system |

**Objective Area 4: Safe people**

NHSBSA strategic goals supported:

Our People, Social Impact, Value, Ambition, System Recovery & Resilience

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| Action | Continue rolling SHE Audit Schedule, coaching staff and tracking implementation of actions |
| Benefits / rationale | Health and safety arrangements and practices checked, and improvements made(L, HSMS, M) |
| Lead(s) / Resources | SHE Manager / SHE Advisers |
| Timescale | 31/03/2023 |
| Measure of success | Completion of audit plan |
| Corporate target | Accident / Incident, Management system, Audit Plan |

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| Action | Monitor and review policy, procedures and guidance around assessing and reducing COVID-19 and other respiratory infections within the business to reduce the possibility of interruption in critical business services |
| Benefits / rationale | Awareness maintained in workforce, infection rate within the business minimised(HSMS, E, M)Added value: Improvement in public health, reducing pressure on health and care system |
| Lead(s) / Resources | SHE Manager |
| Timescale | 31/03/2023 |
| Measure of success | Policy and procedure minimises COVID infections in the workplace |
| Corporate target | Accident / Incident, Management system |

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

NHSBSA strategic goals supported:

Our People, Social Impact, Value

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| Action | Maintain a supplier engagement process with those suppliers in areas of high priority |
| Benefits / rationale | Key risks / opportunities addressed through supplier engagement(L, Gov, HSMS, M)Added value: Broader health and safety benefits gained through contract management, down supply chains etc |
| Lead(s) / Resources | Commercial Sustainable Procurement Lead, SHE Manager |
| Timescale | 31/03/2023 |
| Measure of success | Supplier engagement process established and embedded |
| Corporate target | Accident / Incident, Management system |

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| Action | Support and assist in the re-shaping of how the NHSBSA works as a business after COVID-19 restrictions, including how the estate is operated going forwards |
| Benefits / rationale | Key risks / opportunities addressed(L, Gov, HSMS, M)Added value: Broader health and safety benefits gained through changes to working practices and operation of the estate etc |
| Lead(s) / Resources | Corporate Services, SHE Manager |
| Timescale | 31/03/2023 |
| Measure of success | Smarter working practices, efficient operation of the estate, COVID-19 infections minimised within the business |
| Corporate target | Accident / Incident, Management system |