



Plenary 5:

Weaving your health & safety strategy

Speaker: Roslyn Perkins, Peabody Trust
 Chaired by: Paul Wenham
 Room: Ballroom



National Housing Maintenance Forum




serviced by

WWW.NHMF.CO.UK

Weaving your Health & Safety Strategy

Roslyn Perkins - Peabody



National Housing Maintenance Forum
January 2014

2

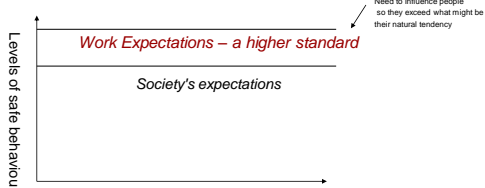
Sensible Risk Management

IS NOT

- Creating a total risk –free society
- Generating useless paperwork
- Scaring by exaggerating trivial risks
- Stopping important recreational & learning activities, where risks are managed
- Reducing protection from risks that cause real harm

3

Society and Work



4

The Best of The Best

Three key steps:

1. Comprehensive health and safety management systems
2. Effective safety technology
3. Positive safety culture – internalisation of principles.



Modern Safety Culture An Advanced Approach



6

Visual & Accountable Leadership

- Leaders set the foundation
- Leaders need to understand human behaviour
- Safety is valued it has worth not just an imposition

7



8

Plan, Do, Check, Act

Institute of Directors + HSE - Guidance
Leading Health & Safety at Work



9

Plan – Step 1

IOD + HSE – Leading Health & Safety at Work

- Integrate health & safety to the main corporate governance structure
- Agenda item for board meetings
- Appoint one member of the board as director for health & safety?
- Clear targets set
- Utilising non-executive directors as scrutineers

10

Do – Step 2

IOD + HSE – Leading Health & Safety at Work

- Ensure adequate resources and management systems
- Ensure competent advice
- Risk assessments
- Good procurement standards
- Health & safety training to board members

11

Check – Step 3

IOD + HSE – Leading Health & Safety at Work

- Periodic audits of the management structure and risk controls
- Consider impact of changes e.g. mergers and acquisitions
- Monitoring data – leading and lagging information e.g. scorecard
- Benchmarking – best practice in sector and beyond

12

Act – Step 4

IOD + HSE – Leading Health & Safety at Work

- Does the health & safety policy reflect current priorities, plans and targets?
- Has there been effective reporting to the board?
- Presence of board members on the “shop floor”

13

What Makes a Good Asset Management Strategy?

The Peabody Plan

- Competent Staff
- Good Financial Planning & Resources (Long-term)
- Rigorous Compliance
- Good Integration with H&S Teams:
 - Audits/Performance Targets
 - Advice
 - Training



14

What Makes a Good Asset Management Strategy?

- Good Communication with Residents
- Integration of H&S into all Projects/reports and Monitoring
- Rigorous Procurement & Management of Contractors
- Integration of Safety Specific Works into Planned Works
- Well Written Policies and Guidance for example:
 - Gas
 - Legionella
 - Electrical
- Well Developed Specifications which Build in H&S and Environment
- Clear Rules for Staff and Residents



15

Peabody – Strategic

30 Year Asset Management Plan

- £1.8bn
- Additional Costs factored in:
 - Central London
 - 99 Properties on Conservation Areas
 - Heritage Maintenance
- Sensitive Environment Works (Low SAP – brick build)
- £319m over next 3 years
- Responsive repairs/improvements to 13,500 homes
- External improvements on 15 Estates

16

What are the big five health & safety risks for RPs?

1. Fire
2. Asbestos
3. Contractor Management
4. Maintenance
5. Staff, volunteer and resident safety



17

Fire

- Fire risk assessments required by the Regulatory Reform Order (RRO) completed for 1400 Buildings (22,000 units)
- Annual re-inspection and review programme
 - 355 High Risk receive annual FRAs
 - Community
 - High rise
 - Sheltered
 - Street Conversions
- Communication and training strategy ensures awareness of fire safety with employees and residents
- Fire strategy tackles fire safety in the home, in common parts and in workplace
- Recognised by the Fire Brigade as demonstrating good practice
- Group Structure – Gallions Jan 14, 280 additional FRAs (6,000 units)



18

Asbestos

- Asbestos Management Plan
- Surveys
- Asbestos Database
- Competent specialist staff
- Competent contractors for removal and surveying
- Contractor, staff and resident awareness



19

Contractor Management

- Clear policy and procedures for the procurement and management of contractors
- CHAS accreditation pre-tender
- Pre-tender vetting – H&S team input
- Contractor monitoring
- Contractor audits
- Partnering with contractors – Health and Safety agreement
- CDM – Client input and monitoring
- Learn root cause lessons from incidents



20

Maintenance

- Development of asset management data base key to success long term
- PPM programme – gas, electrical, water, lifts, playgrounds, etc.
- Reactive maintenance – health and safety repairs and timely intervention
- Safe systems of work for maintenance



21

Staff, volunteer and resident health and safety

- HSG(65) Management System in place
- Risk Assessment programme
- Health and Safety Team service
- Training Needs Analysis and programme
- Emphasis on staff personal safety
- Staff and Resident consultation and involvement – Safety Committee
- Safety in the home and estates
- Community Projects and spaces



22

Can you sleep at night ?

As a senior manager or Director do you know:

1. What are the key health and safety risks facing our type of business
2. What your organisation is doing to ensure that these risks are diminished or eliminated
3. What implications this has for you as a senior manager or Director and what you are doing to ensure safety is a top business priority



23

Questions for Snr Managers, Directors and Board Members (HSE Checklist)

HSE research on preventing incidents and fatalities:
8 key questions every leader should ask

1. Do I know when the last fatality, life-altering injury or catastrophic event occurred in this organisation and the names of the victims?
2. Do any of my behaviours as a leader suggest, even unintentionally, that fatalities or injuries are acceptable and part of doing business?
3. Do any of our systems or processes suggest, even unintentionally, that fatalities or injuries are acceptable and part of doing business?
4. Do our systems and processes help us comply with the spirit of the law to protect health and safety or are they there to simply demonstrate compliance with the letter of the law?

24

Questions for you as Snr Leaders(Cont.)

HSE research on preventing incidents and fatalities:
8 key questions every leader should ask

5. Can I list and describe the main sources of potential (or previous) harm or damage?
6. What leading metrics do we track to ensure that our injury prevention mechanisms are robust?
7. How do we know whether we are building strong safety leadership at all levels and creating a good safety culture?
8. Does the company maintain a sense of vulnerability to accidents or is it becoming complacent?

25