

HEALTH AND SAFETY STRATEGY

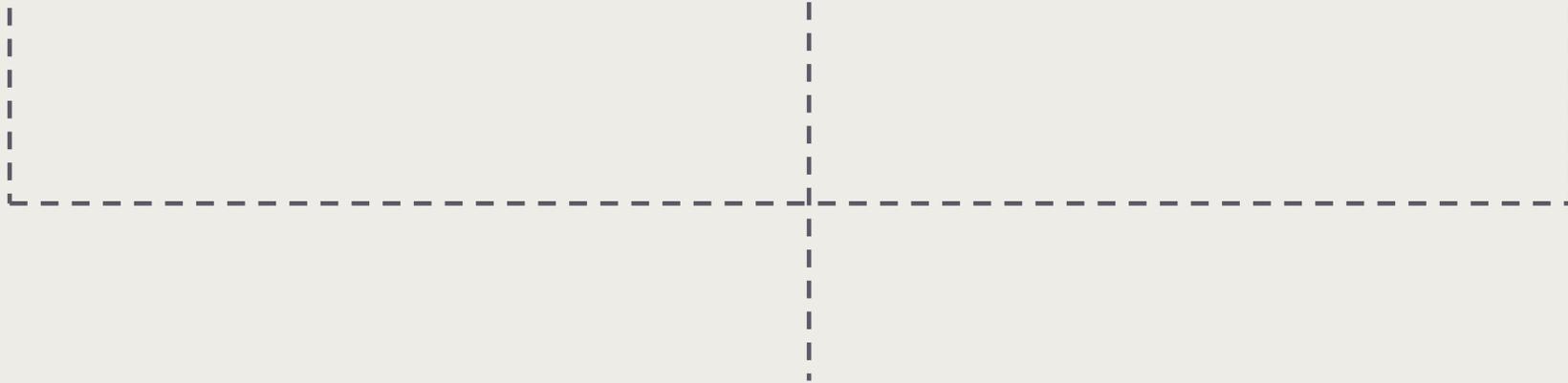
2020 - 2023



cairn

ancho

cairn
LIVING



cairn
HOUSING GROUP

OUR VALUES

CUSTOMER FIRST



Our customer always comes first and we will always aim to achieve high quality outcomes for customers.

EXCELLENCE



We value excellence and quality and aim to achieve high standards in all we do. We always strive to be the best that we can be.

ACCOUNTABILITY



We are accountable for our actions and we take responsibility and ownership for outcomes.

ONE TEAM



We work as one team and build excellent working relationships to achieve our goals.

RESPECT



We value high standards of fairness, treating everyone with consideration and dignity. We show this through our words and actions.

INTRODUCTION

The Cairn Housing Group (the Group) recognises that protecting the health and safety of our staff, tenants and other customers is a key priority. In 2019 a review of the Health & Safety (H&S) function was undertaken resulting in the appointment of a full-time H&S Manager which gave increased recognition to the importance of this role.

This strategy focuses on raising the profile of H&S throughout the Group whilst establishing a robust and effective H&S management system, embedding a culture of H&S excellence and ensuring effective risk management with emphasis on key areas of concern, including fire safety. The aim is to ensure that H&S is a key consideration in all decisions and activities whilst aspiring for H&S excellence in a proportionate and effective manner.

This strategy includes all activities and locations across the Group, including ANCHO, Cairn HA and CHS/Cairn Living. It identifies five strategic objectives and charts our journey to where we want to be at the end of the 2022/23 financial year.

This strategy is being developed as we manage our response to the Covid-19 pandemic. The past few months have confirmed the importance of an effective H&S system, competent staff and the ability to make decisions and implement measures in an agile, efficient and effective manner. Overall, as we reflect on the pandemic, what stands out most is the response of our staff, their dedication to the health and wellbeing of our tenants and their selfless prioritisation of those at greatest risk or vulnerability. We will take the opportunity to build on the positive work over the past few months, to further embed H&S and ensure it is a key element of our operations.

A high standard of H&S is the responsibility of everyone in the organisation – all staff and all board members. As recognised by the Health and Safety Executive (HSE), the National Examination Board in Occupational Safety and Health (NEBOSH) and others, It can bring a range of business benefits, including improved staff confidence and morale, enhanced reputation and helping positioning the Group as an employer of choice. By protecting our tenants, H&S management may also help maintain and sustain tenancies and other customers. Let's make H&S work for us all throughout the Group.

When we really work safely, keep healthy and look after those around us, we will deliver on our H&S commitments and in so doing further reduce risk and improve our wider performance as an organisation.



LINKS TO OUR VISION AND BUSINESS PLAN

Great Homes

1

We have high quality homes

2

We have thriving neighbourhoods

Great Services

3

We have customer focused services

4

We are efficient and provide value for money

Great People

5

We have skilled and engaged people

6

We have sound governance

Our H&S Strategy will support the six outcomes of our Business Plan by setting out how we will further develop our systems and processes to help protect our staff, tenants and others who may be impacted by our work.

STRATEGY PURPOSE

The aim of the H&S Strategy is:

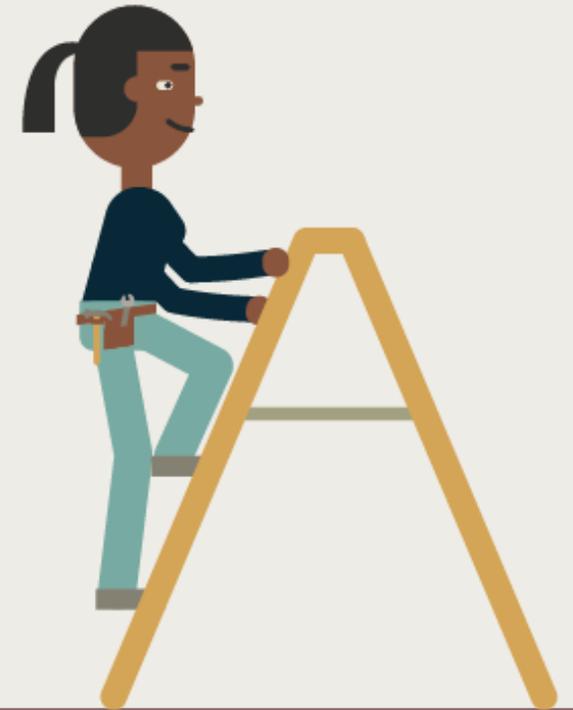
To promote proportionate, effective and excellent H&S performance.

The purpose of the H&S Strategy is:

1. To ensure that our operations are carried out in a safe and healthy manner.
2. To keep our staff and customers safe and healthy.
3. To ensure compliance with relevant H&S regulatory and other requirements.
4. To address key risks including fire safety and operational risks to our staff.
5. To provide the foundations for an excellent H&S performance.

On a wider level, we will:

1. Align the H&S function to support the delivery of our Business Plan.
2. Support the process of organisational change.
3. Enable an effective, improved, skilled and motivated workforce.



UNDERPINNING OUR STRATEGY

Objective 1 – Systems and Processes

To develop and implement an efficient and effective H&S management system and work towards meeting the requirements of the ISO 45001 standard on occupational health and safety. This will provide a robust framework for compliance and excellent performance by setting boundaries and allow staff to use their skills and experience to work safely, healthily and effectively.

Objective 2 – Effective Risk Management

The robust identification and effective mitigation of our key risks throughout the life of this strategy in accordance with legislation and relevant guidance and best practice is central to the proactive protection of our staff, tenants and others who could be affected by our work.

Objective 3 - People

To work safely and provide safe services we need staff with sufficient expertise and experience throughout the Group. The H&S function will work collaboratively with Senior Managers and team leaders as well as HR to identify training needs and develop and mentor our staff to provide appropriate technical advice and support to help facilitate excellent Group H&S performance.

Objective 4- Culture

No matter how good our strategy, it requires a strong and positive H&S culture to be effectively implemented. Our culture drives our behaviour, enhances our performance and is key to continual improvement. The central theme running throughout our strategy is developing our H&S culture.

Objective 5- Process and Support for Business

As well as all the initiatives above, it is important to provide a timely, agile and robust H&S function to support the Services across the Group. This includes performance monitoring and reporting, incident management and investigation and the provision of advice and support.

CURRENT POSITION

This strategy was developed using a number of areas of information as outlined below.

Work during 2020 has identified:

- Considerable work has been undertaken over many years has helped emphasise the importance of H&S Management and develop systems.
- There is considerable appetite and commitment to H&S throughout the Group.
- The need to further develop roles and responsibilities from a H&S perspective and then provide further training and support for our staff and further develop our governance and management systems.
- Risk management templates, procedures and systems require revision to ensure robust, proportionate and effective controls are implemented with sufficient and tailored support.
- Fire risk requires greater focus as does general H&S risk, and both are prominent in this strategy.
- Engagement with Senior Managers, service leads, and team supervisors has been very positive and indicates a willingness to work together to reduce risk.

Whilst the H&S climate survey undertaken in December 2020 identified many positives, it also suggests that more could be done to move towards operational H&S excellence. This includes working on staff engagement and provision of information, incident management, increasing our focus on the H&S of our tenants and staff and ensuring that all supervisors and managers lead by example. Priorities identified by staff included staff and tenant safety, fire safety, training, lone worker devices and contractor safety. These areas have been reflected in the strategy and successful implementation would be evidenced by increased scores in future climate surveys.

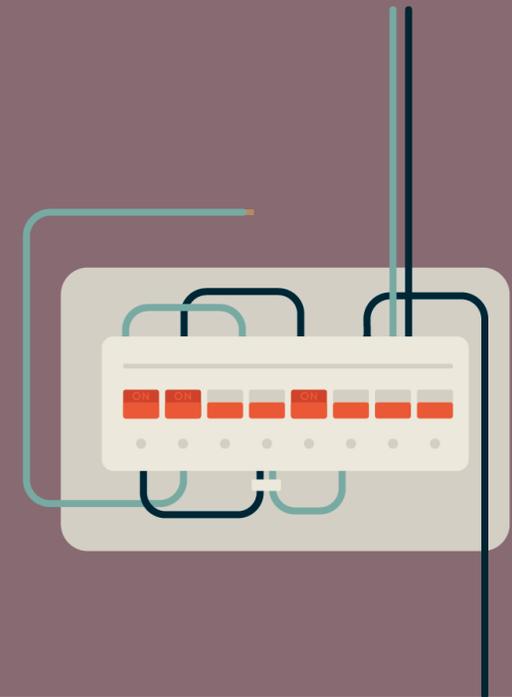
Considerable work was undertaken in 2019 by an external consultant to review the Group's H&S management and performance and to develop a three year strategy and action plan. This work has helped inform our revised approach and all the key themes and actions identified have been incorporated into this new strategy. Nevertheless, whilst a very useful starting point, a greater focus on fire safety and organisational culture are required, as well as a more robust H&S management system and these are key elements of this strategy.

POSITIONING OF HEALTH AND SAFETY

It is essential that H&S is a key element of all business decisions and strategies and is an integral part of all operations. Therefore, an early area of the strategy is a review of the Group's mission from a H&S perspective.

This strategy includes the development of a H&S management system to work towards meeting the requirements of the relevant ISO standard: ISO 45001:2018 Occupational health and safety. This standard provides a robust, effective and fully encompassing approach to health and safety which will bring benefits to the Group.

The development of a robust H&S management system, with the intention of working towards alignment with ISO 45001, helps provide a framework for other disciplines should the Group subsequently decide to implement other ISO compliant management systems such as quality (ISO 9001:2015) and environmental (ISO 18001:2015) or business continuity, information security and energy management.



RESOURCE REQUIREMENTS AND DELIVERY OPTIONS

Additional H&S capacity is required to deliver this strategy in full to proposed timescales:

- A request has been made by the H&S Manager to SMT for limited additional support for 2020/21; and,
- Either capacity is required in the Services for 2021-23 and / or the further development of H&S capacity is required.

Resource decisions are pending as part of revised budget decisions. It is appreciated that there are many competing demands for resources and those items that are either partially or fully dependent on such resource are denoted by an asterisk in the action plan. Should additional support not be possible, these areas would be picked up in future years of the strategy and other areas of work rescheduled accordingly.

Discussions will be held with senior managers about operational delivery of H&S management in years two and three of the strategy and the desirability of increasing capacity within the local services or enhancing the H&S function. Whichever approach is adopted, this may require additional in-house or external capacity, training, mentoring and support. Any additional funding requirements will be included in budget requests for years two and three of the strategy if required.

THE CONTINUING IMPACT OF COVID-19

This strategy has been developed on the basis that the country is coming out of lockdown and that the Group will continue to reintroduce services in accordance with the service route maps.

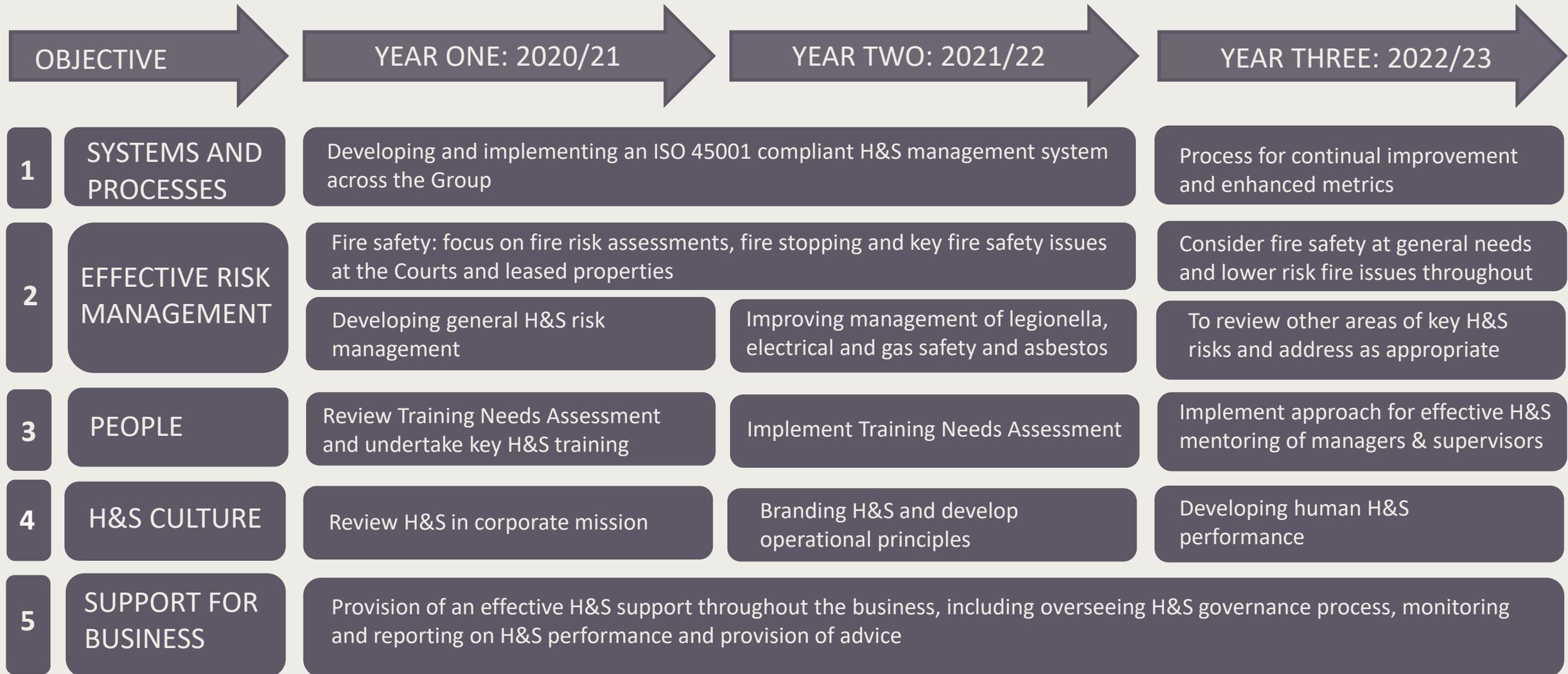
Should there be future lockdown during the strategy period, whether local or national, this may impact the implementation of the H&S strategy to a greater or lesser extent due to

- a) the need to focus on the pandemic
- b) the impacts of lock down on our ability to travel and undertake work away from the home and office environment and
- c) the availability of Contractors.

This will be kept under review during the life of the strategy and SMT informed accordingly.



STRATEGY OVERVIEW AND TIMELINES



OUR PLAN

A three year H&S plan is presented overleaf to implement the strategy.

Notes:

FRA: fire risk assessment

TNA: training needs analysis

* Denotes that additional assistance is required to properly address these items (see Resource Requirements and Delivery Options above).

- Some tasks require support, management and / or input from other Group Services.
- Full implementation of Year Two and Three actions require either capacity within the Services and / or increased capacity within the H&S function, or adjusted timescales.

OUR PLAN: YEAR ONE

| Our objectives | How we'll do this | What success looks like |
|---|--|--|
| Robust systems and processes* | To revise and further develop the initial key strands of an effective H&S management system | Revised systems for key metrics, roles and responsibilities and incident reporting. |
| | To review and revise the existing Fire Policy | Implementation of a revised Group fire policy. |
| Effective risk management (fire safety at the Courts) | Develop a revised approach for and undertaking FRAs at the Courts and addressing key issues | Addressing higher risk fire stopping issues at as many Courts as practical (continued in year two) |
| Effective risk management (fire safety at leased properties)* | Use a consultant for FRAs at leased properties | Completion of FRAs at leased properties |
| Effective risk management (general H&S)* | Review and revise approach to H&S risk assessments for frontline staff (moving away from the BCARM approach) | Revised system for H&S risk assessment in place with staff trained and supported |
| Capable people | Review H&S TNA and implement key areas of training | Revised H&S TNA. Key training undertaken. |
| Culture of H&S excellence | Review corporate mission from a H&S perspective | H&S being appropriately reflected in the mission statement |
| | Proactively publicising H&S, engaging with staff at all levels of the Group and undertaking the H&S climate survey | Improved scores in the annual H&S climate survey |
| Effective process and support for business* | Respond to requests for H&S advice and information | Meeting the requirements of Group Services |
| Effective process and support for business | Provide effective H&S governance system | Provision of quarterly H&S reports for SMT and the Board, operation of H&S Group Meeting. |

OUR PLAN: YEAR TWO

| Our objectives | How we'll do this | What success looks like |
|--|--|--|
| Robust systems and processes | To revise and further develop a robust, effective and encompassing H&S management system | H&S management system aligned to the requirements of ISO 45001 |
| Effective risk management (fire stopping at the Courts) | To continue to address fire stopping issues identified at the Courts from the fire assessments undertaken in Year One | Completion of high and medium risk fire stopping actions at the Courts (continued from Year One) |
| Effective risk management (fire safety at the Courts) | To address high and medium risk fire safety issues identified from the FRAs undertaken at the Courts in Year One | Completion of high and medium risk fire safety issues identified at the Courts |
| Effective risk management (fire safety at leased properties) | Address high risk fire issues under Group control | Completion of high risk issues at leased properties (identified in Year One FRAs) |
| Effective risk management (building safety) | Review the approach to managing key building safety issues (i.e. legionella, electrical safety, asbestos and gas safety) | Revised system with appropriate metrics and transparency for managing building safety |
| Capable people | Implement requirements of TNA and develop H&S induction and awareness training. | H&S TNA requirements being met. Induction and awareness training system in place. |
| Culture of H&S excellence | Develop H&S branding, develop operational principles departmental level, proactively publicise the H&S function | Improved scores in the annual H&S climate survey |
| Effective process and support for business | To respond to requests for H&S advice and information | Meeting the requirements of Group Services |
| | Provision of an effective H&S governance system | Provision of quarterly H&S reports for SMT and the Board, operation of H&S Group Meeting. |

OUR PLAN: YEAR THREE

| Our objectives | How we'll do this | What success looks like |
|--|---|---|
| Robust systems and processes | To put in place processes for continual improvement and regular review of H&S policies and procedures | Improved performance and enhanced metrics |
| Effective risk management (fire safety at the Courts) | To address lower risk fire safety issues at the Courts (from FRAs in Year One) and implement a bi-annual system of FRAs | Completion of lower risk actions at the Courts and undertaking FRAs at the Courts |
| Effective risk management (fire safety at general needs) | To consider the need for FRA at general needs properties and implement as may be required | Implementation of any required processes |
| Effective risk management (fire safety at leased properties) | Address medium fire risk issues under Group control | Completion off medium risk issues at leased properties (identified in Year One FRAs) |
| Effective risk management (other key risks) | To review other key H&S risks not yet addressed under the strategy and implement measures if required | Revised system for other key risks |
| Capable people | To implement an approach for the effective H&S mentoring of supervisors and managers with Organisational Development | Demonstration of proactive accountability and effective H&S management |
| | To develop H&S training on H&S and human performance | Improved H&S performance |
| Culture of H&S excellence | To implement an approach to enhancing people performance through mentoring (as under Capable People above) | Improved scores in the annual H&S climate survey |
| Effective process and support for business | To respond to requests for H&S advice and information | Meeting the requirements of Group Services |
| | Provision of an effective H&S governance system | Provision of quarterly H&S reports for SMT and the Board, operation of H&S Group Meeting. |



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