



Nottingham
City Homes

HEALTH & SAFETY STRATEGY
2008 - 2011

DRAFT

CONTENTS

Preliminaries

Introduction	3
Health and safety and the law	3
Contributing documents	3
Our strategy	4
Health and safety management systems	5
Responsibility for implementing the health and safety strategy	5
Liaison with stakeholders and other interested parties	6
Budgetary provision	6
The health and safety work plan	7
Action plans	8
Periodic and continuous activities	8

Health and safety work plan 2008-2011

Managing health and safety	10
Implementing health and safety policies and procedures	11
Monitoring and reporting our health and safety performance	12
Improving the health of employees	14
Reducing fire risks	15
Working within the law	17
Planning for emergencies	18
Training our employees	19
Reporting and investigating incidents	20
Consulting and involving employees, tenants and leaseholders	21
Improving our health and safety culture	23
Managing our contractors	25
Other health and safety arrangements	27

Appendix one - timeline

Introduction

This is the Nottingham City Homes health and safety strategy for June 2008 to December 2011.

Health and safety isn't just about complying with legal requirements - nor should it put obstacles in the way of progress or meeting our business objectives. Excellent health and safety is about finding better, more efficient ways of delivering our services while providing the best possible working environment for our employees and doing our best to protect all our stakeholders from harm.

This strategy describes our strategic aims and objectives for the next three years and the work that will be carried out over that period to meet them.

Health and safety and the law

Health and safety practice is heavily influenced by the law and accepted codes of practice and guidance. Whereas it is our intention to always comply with the law, we view legal compliance as our minimum acceptable standard, and shall improve upon that standard at every opportunity.

Contributing documents

Nottingham City Homes commissioned a comprehensive audit of the company's health and safety arrangements in 2008. This audit was carried out by National Britannia Ltd, who provided a comprehensive report and recommended actions.

At the same time, various action plans to secure improvement had been developed by our health and safety team in consultation with employees at the company's Health and Safety Committee.

This strategy has been developed with reference to the recommendations and initiatives contained in these documents.

Reference is also made to relevant corporate documents during the development of this strategy, including the Nottingham City Homes 10 Year Strategy 2008-18 and the Human Resources Strategy 2007 -10.

Our Strategy

Nottingham City Homes Mission and vision are:

Our mission - to deliver excellent services.

Our vision - homes and places people want to live in.

To support our mission and vision, the company's health and safety strategy aims to:

- ✓ improve the health, safety and welfare of our employees and of other people who are, or may be, affected by our activities.
- ✓ reduce the risk of harm or ill health to our employees, tenants and other relevant persons, and reduce the risk of damage to assets and belongings.
- ✓ reduce the risk of fire in our workplaces and in tenanted and leasehold properties.
- ✓ ensure that we are prepared for and are resilient to emergencies.
- ✓ fully embed health and safety into the company's front line and support operations.
- ✓ Be recognised as a company that manages health and safety and fire safety well and to approved standards.
- ✓ deliver a world class service that we can all be proud of.

Therefore, our objectives over the next three years are to:

- ✓ develop and implement a health and safety management system in line with accepted health and safety standards.
- ✓ improve the way we manage fire safety and plan for emergencies.
- ✓ increase employee and customer involvement in the way we fashion our services.
- ✓ actively promote health and safety initiatives and improve our health and safety culture.
- ✓ Be in a position by early 2012 to confidently apply for accreditation to BS OHSAS [Occupational Health and Safety Assessment Series] 18001 and for a ROSPA [Royal Society for the Prevention of Accidents] or equivalent award.

This health and safety strategy is supported by a work plan, which details the work areas that will be carried out to achieve these objectives.

Health and safety management systems

The law requires that organisations manage their health and safety arrangements *"..... for the effective planning, organisation, control, monitoring and review of the preventative and protective measures"*.

This means that we need to devise and implement a health and safety management system to the standard set out in BS OHSAS 18001 'occupational health and safety management systems'.

Guidance on preparing and implementing a suitable health and safety management system is given in the Health and Safety Executive publication HS(G)65 'successful health and safety management'.

This guidance comments that "a key message which emerged from HSE contact with organisations is that implementing an effective health and safety management system takes time. Two to five years is typical."

Therefore, taking into account Nottingham City Homes' size and breadth of operations, and considering the existing policy and procedures, three years is a realistic timescale to implement an effective, fit for purpose management system.

Responsibility for implementing the health and safety strategy

Whereas responsibility for leading the implementation of this strategy rests with the Head of Health and Safety at Nottingham City Homes, the document is approved and owned by the NCH Board and it is expected that each service will support the health and safety team by working together to make this strategy a reality.

None of the activities outlined in the work plan that supports this strategy can be managed in isolation, and most will require some direct involvement by managers and employees. Service managers are therefore expected to co-operate with the Head of Health and Safety when requested to provide information or contribute to reviews.

The 'expected activities' in the work plan that supports this strategy usually begin with the words "we shall". In this context, 'we' refers to the company, with each activity being led or facilitated by a member of the health and safety team.

Liaison with stakeholders and other interested parties

Every appropriate effort will be made to liaise with stakeholders during the implementation of this strategy, including the board, managers, employees, trade unions, tenants and leaseholders.

Management and employee health and safety representatives have been consulted during the preparation of this strategy, and it is a standing item on the agenda for the company's Health and Safety Committee meeting.

Sometimes, it will be advantageous to involve external bodies who have an interest in promoting health and safety and reducing risk, such as the Health and Safety Executive, Fire and Rescue Service and Environmental Health Services. We shall therefore proactively build relationships with these bodies and engage their opinion, co-operation and support whenever it would help us to successfully implement this strategy.

Budgetary provision

Costs associated with the implementation of this strategy are absorbed in the existing budgets for the health and safety team. However, there is likely to be additional costs relating to physical, procedural, promotional or training initiatives that are identified and recommended during reviews of specific work areas.

The identification and estimation of budgets for repetitive tasks, promotions or management arrangements forms part of the health and safety work plan [item 1.4] in support of this strategy.

The health and safety work plan

The work plan is divided into topics, each containing a number of areas for improvement. Each area for improvement is then described as follows:

- Reference - a numeric identifier.
- Title - a short descriptor.
- Start date - the date by which work should have started.
- End date - the date by which improvements should be implemented
- Current status - this is a colour coded bar that is updated at the end of each 6 month period.

Start and end dates are to the nearest 6 months so that they tie in with the relevant action plans.

The *status bar* is colour coded as follows:

- No colour (blank) - action not yet planned / commenced
- Green - complete
- Amber - in progress
- Red - behind schedule

The title bar is supported by the following additional information:

- description - a fuller description of the area for improvement .
- expected activity - a brief description of the work that we expect to do to secure improvement in each area.

Example

1.2	Health and safety team	June 2008	Dec 2008	
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Description: A full review of the role, responsibilities and activities of the health and safety team.

Expected activity: We shall review the health and safety team’s structure, purpose and activities, and shall produce a service standard for the team so that its customers know what to expect from the team.

Action plans

Areas for improvement, the work that we intend to carry out and the timescale for its implementation are described in the work plan. Specific actions required to secure improvements and the officers responsible for leading those actions will be contained in a series of six month action plans as follows:

<u>Period</u>	<u>Action Plan</u>
June - December 2008	AP 1*
January - June 2009	AP 2
July - December 2009	AP 3
January - June 2010	AP 4
July - December 2010	AP 5
January - June 2011	AP 6
July - December 2011	AP 7

* Action plan 1[June - December] 2008 is an initial 7 month plan including the preparation of this strategy.

Periodic and continuous activities

Many activities contained in this plan are continuous or are repeated periodically. For example, involving stakeholders in health and safety is something that we shall carry out continuously, and an annual health and safety campaign will occur each year.

Where an activity is continuous or is a periodic event, the timeline refers only to the initial activity, such as planning or formal review of our procedures, and not to the carrying out of the activity.

Example

1.4	Budgets	July 2009	Dec 2009	
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Description: A review of the costs of managing health and safety at corporate, divisional and team levels.

Expected activity: We will make recommendations for the provision of appropriate budgets to manage these costs, so that they can be included in our strategic financial planning cycle.

In this example, budgets will be initially reviewed between July and December 2009, however the budgetary provision will be reviewed annually after this date.

WORK PLAN 2008 - 2011

1. Managing health and safety

1.1	Health and safety team	June 2008	Dec 2008	
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Description: A full review of the role, responsibilities and activities of the health and safety team.

Expected activity: We shall review the health and safety team's structure, purpose and activities, and shall produce a service standard for the team so that its customers know what to expect from the team.

1.2	HSC / IOD guidance	Jan 2009	Dec 2009	
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Description: A review of the company's current management arrangements against the recommendations and best practice examples contained in the Health and Safety Commission / Institute of Directors guidance 'leading health and safety at work'.

Expected activity: We shall identify any gaps between our current arrangements and those contained in the guidance, and make suitable recommendations to resolve those gaps.

1.3	Risk assessments	June 2008	June 2010	
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Description: A review of the company's current procedures for identifying, controlling and monitoring risk

Expected activity: We intend , in consultation with our service users, to develop our risk assessment process to make sure that it is simple to understand, easily managed, and effective in preventing and reducing risks.

1.4	Budgets	July 2009	Dec 2009	
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Description: A review of the costs of managing health and safety at corporate, divisional and team levels.

Expected activity: We will make recommendations for the provision of appropriate budgets to manage these costs, so that they can be included in our strategic financial planning cycle.

2. Implementing health and safety policies and procedures

2.1	Health and safety policy	June 2008	Dec 2009	
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Description: A review of the company's health and safety policy.

Expected activity: Review and re-issue of the company's health and safety policy in 2008 to ensure that it incorporates our recent restructure, followed by a fundamental review in 2009 to incorporate the recommendations made in the National Britannia audit report and to ensure that it meets the requirements of BS OHSAS 18001.

2.2	H&S procedures manual	July 2009	June 2011	
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Description: A manual for employees to describe the procedures used to manage health and safety.

Expected activity: We shall develop a procedure manual that flowcharts the procedures that are in place to support the 'arrangements' section of the company's health and safety policy.

3. Monitoring and reporting our health and safety performance

3.1	Performance indicators	June 2008	June 2009	
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Description: The identification of health and safety performance indicators.

Expected activity: We shall develop health and safety performance indicators other than accident rates which will enable us to effectively monitor the performance of the health and safety team and of the organisation as a whole.

3.2	Health and safety inspections	Jan 2009	June 2009	
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Description: A programme of health and safety inspections in workplaces, construction sites and communal living areas.

Expected activity: We shall prepare and publish a schedule of proactive health and safety inspections of workplaces, construction sites and the communal parts of sheltered schemes and high rise buildings.

3.3	Health and safety audits	Jan 2011	June 2011	
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Description: A programme of health and safety audits within the company's service areas.

Expected activity: We shall prepare, publish and carry out programmed audits to check that our health and safety policy arrangements are properly implemented and observed in each of the company's front line service areas.

3.4	Benchmarking	Jan 2010	Dec 2010	
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Description: Comparison of our health and safety performance with similar organisations.

Expected activity: We intend to identify similar organisations who are willing to form a health and safety benchmarking club with us so that we can compare performance and identify areas for improvement and best practice.

3. Monitoring and reporting our health and safety performance (continued)

3.5	Health and safety reports	Jan 2009	June 2009	
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Description: A review of the way we report new legislation, health and safety performance, new initiatives and items for concern to stakeholders, including the preparation of the company annual health and safety report.

Expected activity: We shall make sure that our reporting procedures enable the fast circulation of essential health and safety information to the right people, and that all our reports are clearly presented in a format that is interesting and easily understood by the target audience.

4. Improving the health of employees

4.1	Health surveillance	Jan 2010	June 2010	
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Description: A review of our procedures for monitoring employee health.

Expected activity: We shall review our arrangements with our occupational health provider to monitor employee health, including our specific arrangements for identifying and monitoring ill health due to exposure to hand-arm vibration and noise. We shall also review our occupational health arrangements for the benefit of employees who may have been exposed to physical or chemical hazards in the past, and of those who operate heavy plant or vehicles, or work night shifts.

4.2	Stress management	July 2010	Dec 2010	
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Description: A review of our procedures to manage stress.

Expected activity: We shall, with the assistance of our Human Resources service, review our stress management policy and procedures with the aim of reducing work related stress and stress related absence from work.

4.3	Musculoskeletal injuries	Jan 2011	June 2011	
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Description: A review of our procedures to prevent and manage musculoskeletal injuries.

Expected activity: We shall review the way we manage tasks involving repetitive and heavy lifting and work with computers with the aim of reducing musculoskeletal injuries and related absence from work.

5. Reducing fire risks

5.1	Fire risk assessments	June 2008	June 2009	
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Description: A review of existing fire risk assessments, and fire risk assessment procedures.

Expected activity: We shall review existing fire risk assessments, and the processes that we use to make sure that fire risk assessments are carried out and recommendations are implemented.

5.2	Fire evacuation planning	June 2008	June 2009	
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Description: A review of the fire evacuation plan at each major workplace and common areas of relevant residential buildings.

Expected activity: We shall review the emergency fire evacuation plans in place at each workplace where more than five people normally work, and in the high rise buildings, sheltered schemes and hostels where a formal evacuation [or stay-put] procedure is appropriate. As part of this review, we shall also make sure that there are sufficient competent persons to assist in each emergency procedure, and that their training is up to date and appropriate.

5.3	Fire safety inspections	Jan 2009	June 2009	
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Description: A programme of fire safety inspections in workplaces and communal living areas.

Expected activity: We shall prepare and implement scheduled fire safety inspections in workplaces, communal areas of sheltered schemes, high rise buildings, hostels and HiMOs [Houses in Multiple Occupation]

5.4	Fire investigations	July 2010	Dec 2010	
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Description: A procedure for the investigation into the causes of fires in workplaces and domestic properties.

Expected activity: We shall develop and implement a procedure for investigating fires and recommending courses of action to prevent or reduce the occurrence of similar events.

5.5	Fire safety information	July 2010	Dec 2010	
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Description: A review of the way information about fire safety is passed to employees, tenants and leaseholders.

Expected activity: We shall identify ways to improve the passage of fire safety information to employees, tenants and leaseholders to reduce the risk of fires starting and improve people's understanding of the action to take when fires do start.

6. Working within the law

6.1	Horizon scanning	Jan 2010	June 2010	
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Description: A procedure to ensure that the organisation is prepared for changes to health and safety law.

Expected activity: We shall develop a procedure to ensure that the company's board, executive management and other relevant officers are made aware as early as possible about new or amended health and safety laws. This will allow us to plan for such changes early rather than rushing to implement measures after the changes have come into force.

6.2	Legislative reviews	July 2010	Dec 2010	
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Description: The periodic review of the organisation's compliance with relevant health and safety and fire safety legislation.

Expected activity: We shall prepare a programme of legislative reviews so that the company's health and safety arrangements and fire safety arrangements are periodically reviewed against legislation and best practice guides.

7. Planning for emergencies

7.1	Emergency contacts booklet	June 2008	Dec 2008	
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Description: A booklet containing contact details for key persons and organisations for use in emergencies.

Expected activity: We shall develop, circulate and maintain a booklet that identifies key persons and organisations for dealing with emergencies and their contact numbers .

7.2	Emergency procedures manual	July 2009	June 2010	
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Description: A manual to describe corporate procedures for dealing with emergencies.

Expected activity: We shall develop, circulate and maintain a booklet that explains the first steps to be taken to deal with various foreseeable emergencies, so that the right actions are carried out in the early stages of an emergency when most mistakes are likely to happen.

7.3	Emergency plan testing	July 2010	Dec 2011	
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Description: A programme for the testing of the emergency procedures manual.

Expected activity: We shall prepare a programme of emergency simulations and desktop studies to test the effectiveness and staff knowledge of our emergency procedures.

8. Training our employees

8.1	Health and safety training	Jan 2009	Dec 2009	
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Description: A review of the health and safety training provided to employees.

Expected activity: We shall, in consultation with our Organisational Development and Learning section, review the health and safety training needs of our employees and develop and implement a training programme that meets their needs.

8.2	Training database	July 2010	Dec 2010	
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Description: A review of the way that health and safety training is recorded.

Expected activity: We shall, in consultation with our Organisational Development and Learning section, review the way that health and safety training is recorded so that we can be sure that the records are complete, accurate easily retrievable and accessible to managers so that they can identify gaps in training provision.

8.3	E-learning	June 2008	June 2009	
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Description: A health and safety training programme using information technology rather than classroom based training.

Expected activity: We shall, in consultation with our Organisational Development and Learning section, develop and implement an e-learning programme for health and safety to make training consistent and reduce the amount of time employees spend away from work attending training courses.

9. Reporting and investigating incidents

9.1	Incident reporting procedure	Jan 2009	June 2009	
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Description: A review of our existing procedures for reporting accidents, injuries, near misses, occupational disease and violent incidents.

Expected activity: We shall review our existing incident reporting procedure, including the forms that we use, to make sure that it is as uncomplicated as it can possibly be and is clearly understood by all employees.

9.2	Incident investigations	July 2009	Dec 2009	
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Description: A review of our existing procedures for investigating accidents, injuries, near misses, occupational disease and violent incidents.

Expected activity: We shall review our procedures for investigating health and safety incidents, including those involving tenants, leaseholders and members of the public, to make sure that investigations are carried out quickly and that appropriate preventative and protective measures are implemented to reduce re-occurrence. We shall also review and improve the way that injured parties and victims of violence are kept informed of the progress and outcomes of investigations.

9.3	Incident statistics	Jan 2010	June 2010	
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Description: The reporting of injury, near miss, occupational disease and violent incident statistics throughout the organisation.

Expected activity: We shall review our requirements for recording incidents and shall develop the software to prepare useful, simple and visually exiting reports to circulate through the organisation and to enable us to easily identify areas for improvement.

10. Consulting and involving employees, tenants and leaseholders

10.1	Survey service user preferences	Jan 2009	June 2009	
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Description: A service status survey for health and safety.

Expected activity: We shall survey our customers to find out what they think about our service and health and safety in general, and to give them the chance to say what they would like to see happen to improve health and safety at Nottingham City Homes.

10.2	Health and safety committee	June 2008	June 2009	
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Description: A review of the Health and Safety Committee terms of reference.

Expected activity: We shall set up a group of management and employee representatives to examine the Health and Safety Committee's constitution, terms of reference, meeting arrangements and activities with the aim of improving the way the committee is involved in managing and promoting improvements in our health and safety arrangements.

10.3	Involving safety representatives	July 2009	Dec 2009	
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Description: A review of the way that safety representatives are involved in the management of health and safety in our organisation.

Expected activity: We shall review and improve the way we engage safety representatives so that they are able to contribute more to the management of health and safety and are better informed and more involved in specific activities such as inspecting workplaces and investigating accidents.

10.4	Involving tenants and leaseholders	Jan 2010	Dec 2010	
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Description: A study to investigate how to involve tenants and leaseholders in the formulation of our safety policies and procedures.

Expected activity: We shall identify where it would be appropriate to involve our tenants and leaseholders in the preparation of our policies and procedures, and involve them in our work, especially in relation to health and safety information, the inspection of communal living spaces and feedback about the work we have carried out.

11. Improving our health and safety culture

11.1	The health and safety message	June 2008	June 2009	
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Description: The development and promotion of a corporate health and safety vision.

Expected activity: We shall develop, in consultation with board, managers and employees, a corporate health and safety vision, and shall identify and act upon the options available to us to promote this message so that it is firmly embedded in our culture

11.2	Health and safety information	July 2010	Dec 2010	
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Description: Options for the dissemination of information to stakeholders.

Expected activity: We shall review the options available to us and examine new, innovative methods of passing health and safety information to board, managers, employees, tenants and leaseholders. We shall review our information to make sure that it is interesting, easily understood and available in formats that suit the recipient.

11.3	Performance reviews	Jan 2009	June 2009	
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Description: Formal reviews of individual health and safety performance.

Expected activity: We shall examine options for the formal review of individual health and safety performance of all board members and employees, and options for the recognition and celebration of exceptional performance.

11. Improving our health and safety culture (continued)

11.4	Health and safety campaigns	July 2011	Dec 2011	
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Description: Sustained innovations to increase awareness and improve performance in specific work areas.

Expected activity: We shall examine our health and safety performance, risk assessments and accident statistics to identify specific areas for improvement, and shall prepare annual campaigns to reduce accidents and improve performance in those areas.

11.5	Health and safety competitions	June 2008	June 2009	
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Description: Competitions designed to raise stakeholder perception, knowledge and awareness of health and safety

Expected activity: We shall approach organisations with an interest in promoting health and safety in order to identify competitions, activities and incentives that we can promote to increase employee and resident perception, knowledge and awareness of health and safety.

12. Managing our contractors

12.1	CDM Regulations	July 2009	June 2010	
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Description: Our procedures to ensure that work carried out on our behalf by our partners and contractors is properly managed from conception to completion in accordance with the Construction [Design and Management] Regulations.

Expected activity: We shall review our contractor management arrangements and compare them with the Health and Safety Executive approved code of practice L144 "Managing health and safety in construction", identifying improvements where necessary to comply with or exceed the requirements of the regulations.

12.1	Contractor selection procedures	June 2008	June 2009	
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Description: Procedures designed to ensure that contractors selected to carry out work on the company's behalf are competent to carry out the work safely.

Expected activity: We shall contribute to the company's procurement procedures by developing improved methods to ascertain contractor competence and providing clear guidelines for company employees who procure contract services.

12.2	Permits to work	July 2010	Dec 2010	
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Description: Formal safe systems of work for the safeguarding of specific high risk works such as hot works and work with electrical systems.

Expected activity: We shall review our requirements for the use of permits to work [including a general permit for contract work], and shall develop and implement permit systems as appropriate.

12. Managing our contractors (continued)

12.3	Health and safety inspections	Jan 2009	June 2009	
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Description: Inspections of the measures taken to avoid or reduce risk during work carried out by contractors.

Expected activity: We shall review how we inspect work carried out by contractors with a particular emphasis on how we inspect measures to protect residents from harm, and shall set a target for the number and frequency of such inspections.

13. Other health and safety arrangements

13.1	Equipment procurement	Jan 2009	Dec 2009	
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Description: A procedure for ensuring that equipment procured by the company for use at work is safe and without risk to health.

Expected activity: We shall review our procedures for assessing the suitability of equipment for use at work, and shall improve those procedures where necessary.

13.2	Asset management	June 2008	June 2009	
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Description: Procedures for the inspection, test and maintenance of assets that may deteriorate into an unsafe condition.

Expected activity: We shall identify the assets that require inspection, test and maintenance, and shall review our arrangements for inspecting, testing and maintaining each asset. We shall make recommendations where necessary to ensure that assets are properly inspected, tested and maintained.

13.3	Violent incidents	June 2008	Dec 2009	
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Description: Procedures and interventions to prevent or reduce the risk of attack or abuse to our employees .

Expected activity: We shall review and, where appropriate, improve the measures we have in place to prevent violent incidents and to protect employees from harm and abuse , including when they are working alone. We shall pay particular attention to how we warn employees of potential danger, how we manage lone working, the training that we provide and the action that we take when violent incidents are reported.

13. Other health and safety arrangements (continued)

13.4	Asbestos	June 2008	June 2009	
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Description: Procedures for the management of asbestos products in workplaces and dwellings, and for the management of work with asbestos.

Expected activity: We shall review and, where appropriate, improve the measures we have in place to prevent the risk of exposure of employees and residents to airborne asbestos fibres. We shall pay particular attention to how we warn employees and residents of potential danger, and how we control works that may cause asbestos fibres to become airborne.

13.5	Personal Protective Equipment [PPE]	July 2009	June 2010	
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Description: A policy for the provision of personal protective equipment to employees.

Expected activity: We shall review and, where appropriate, improve our policy for providing personal protective equipment. We shall pay particular attention to making sure that PPE provides suitable protection against specified risks, that employees are involved in selection procedures, and that the PPE is consistently selected and supplied across our organisation.

13.6	Vehicle safety	June 2008	Dec 2009	
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Description: Procedures for the safe use of company vehicles.

Expected activity: We shall review and, where appropriate, improve our vehicle safety policy and procedures. We shall pay particular attention to vehicle inspection and maintenance, driver training and competence and the provision of up to date information about safe use of vehicles.

13.7	Legionella management	June 2008	June 2009	
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Description: Procedures for the preventing or reducing the risk of exposure to legionella bacteria.

Expected activity: We shall review and, where appropriate, improve our legionella control policy and procedures. We shall pay particular attention to how we manage water supplies in workplaces, communal water systems and individual dwellings, and how we react to legionella incidents or outbreaks.

13.8	Portable electrical equipment	July 2009	June 2010	
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Description: Procedures for the inspection, test and maintenance of portable electrical equipment.

Expected activity: We shall review our procedures for inspecting, testing and maintaining portable electrical equipment, and implement improvements to the procedures where required.

Appendix one - timeline

Ref	Title	2008	2009		2010		2011	
		June - Dec	Jan - June	July - Dec	Jan - June	July - Dec	Jan - June	July - Dec
1.1	Health and safety team							
1.2	HSC / IOD guidance							
1.3	Risk assessments							
1.4	Budgets							
2.1	Health and safety policy							
2.2	H&S procedures manual							
3.1	Performance indicators							
3.2	Health and safety inspections							
3.3	Health and safety audits							
3.4	Benchmarking							
3.5	Health and safety reports							
4.1	Health surveillance							
4.2	Stress management							
4.3	Musculoskeletal injuries							
5.1	Fire risk assessments							
5.2	Fire evacuation planning							
5.3	Fire safety inspections							
5.4	Fire investigations							

Ref	Title	2008	2009		2010		2011	
		June - Dec	Jan - June	July - Dec	Jan - June	July - Dec	Jan - June	July - Dec
5.5	Fire safety information							
6.1	Horizon scanning							
6.2	Legislative reviews							
7.1	Emergency contacts booklet							
7.2	Emergency procedures manual							
7.3	Emergency plan testing							
8.1	Health and safety training							
8.2	Training database							
8.3	E-learning							
9.1	Incident reporting procedure							
9.2	Incident investigations							
9.3	Incident statistics							
10.1	Survey service user preferences							
10.2	Health and safety committee							
10.3	Involving safety representatives							
10.4	Involving tenants and leaseholders							
11.1	The health and safety message							
11.2	Health and safety information							
11.3	Performance reviews							

Ref	Title	2008	2009		2010		2011	
		June - Dec	Jan - June	July - Dec	Jan - June	July - Dec	Jan - June	July - Dec
11.4	Health and safety campaigns							
11.5	Health and safety competitions							
12.1	CDM Regulations							
12.2	Contractor selection procedures							
12.3	Permits to work							
12.4	Health and safety inspections							
13.1	Equipment procurement							
13.2	Asset management							
13.3	Violent incidents							

13.4	Asbestos							
13.5	Personal Protective Equipment [PPE]							
13.6	Vehicle safety							
13.7	Legionella management							
13.8	Portable electrical equipment							