



Safety, Health And Environment Strategy

2018-2022

Introduction

Unitas Stoke-on-Trent Limited (Unitas) was officially established in February 2018. The company is a subsidiary owned by Stoke-on-Trent City Council and currently has a 442 strong workforce delivering repairs and maintenance for the city council's 18,300 homes and 600 public buildings at a value of £42m a year.

On a weekly basis Unitas delivers approximately 400 responsive repairs a day within Stoke-on-Trent and will refurbish 1,400 void properties a year. Furthermore, Unitas, on a year on year basis, will deliver in the region of £16m - £19m capital investment across a range of property types.

In terms of its ability to demonstrate strong strategic direction, Unitas has acknowledged the importance of creating a mission, vision, and values to enable it to identify, distinguish and explain itself to employees, customers and contractors.

Our mission is:

To maintain and improve our homes and properties through planned investment and efficient maintenance.

Our Vision is:

To create a positive local impact and provide opportunities within the communities that we operate

Unitas has a set of organisational values and behaviours that direct and define how everyone at Unitas performs, see below:



Our commitment

The Safety, Health & Environmental (SHE) Strategy applies to our staff and everyone who works for us. We care about our workforce, our contractors the public, and our strategy has been created to ensure a safe working environment.

Every member of our staff has a responsibility to protect the environment, to maintain the health and safety of themselves and others and prevent ill health at work.

We're building a safe and healthy culture but improvements are only possible with the commitment of all our staff. We regularly communicate and consult with them to improve our safety, health and environmental work.





Safety is integral to our business, we understand the environment and the challenges our staff face while working on site and we continue to try to make it a safer place.



Health is one of our enablers. This means that we develop and maintain health and safety guidance, management systems and support. We commit to improving competency and skills and raising awareness of health and safety matters.



Environment acknowledges our responsibility to create a future through improving our understanding of environmental sustainability and how we apply it in our workplace and broader community.

How we will make an impact

We intend to integrate responsible practises into everything we do; please see below our main aims and objectives:

- 1 Make sure that adequate resources, information, instruction, training and supervision are provided so our staff can perform their duties competently.
- 2 Plan, monitor and review realistic and measurable objectives and targets throughout the year.
- 3 Continue to put in place effective controls for the design, maintenance and use of premises, plant, substances and equipment, to minimise risks to the environment, staff, contractors and the public.
- 4 Identify, evaluate and appropriately control risks from and during our activities through safe design and working practices.
- 5 Appoint competent contractors who are able to demonstrate high standards of safety, health and environment performance.
- 6 Take into account sustainability when purchasing goods and services.

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Our systems and activities are regularly audited and reviewed. This helps us to measure our performance and identify how we comply with relevant statutory duties and our internal procedures. It also helps us to identify any actions we need to take.

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Encourage our staff can take immediate action to protect staff, public safety and the environment by not starting work or stop work where, in their opinion, high levels of risk cannot be controlled effectively.

The information below summarises some key behaviours which underpin our aims. These need to be regularly and consistently demonstrated by everyone in order to safeguard our workforce and customers.

Always putting safety first

- Attend safety training
- Plan work safely
- Wear prescribed PPE
- Follow planned methods of work
- Say 'no' to unsafe acts / don't walk on by
- Reporting safety problems you see

Service delivery

- Work together to overcome any issues and ensure that the service is delivered in the best way we can
- Carry out reviews, gather feedback and make any necessary changes
- Provide clear instructions, share aims and objectives
- Offer support and assistance when others need help

Delivering the Strategy

The SHE Strategy and strategic plan contained within appendix four will be implemented from 2018 - 2021, at which time we will undertake a review to determine if the deliverables have been met and/or whether changes to the Strategy are required. The plan details the key deliverables and is broken down into the individual service areas for the business.

The burden of occupational injuries and diseases is significant, both for employers and the wider economy, resulting in losses from early retirements, staff absence and rising insurance premiums. To combat the problem, the International Organisation for Standardisation (ISO) has developed a new standard, ISO 45001, Occupational health and safety management systems requirements, that will help organisations reduce this burden by providing a framework to improve employee safety, reduce workplace risks and create better, safer working conditions. To meet the strategic actions within the respective service areas, we will also endeavour to deliver them in a way which meets the ISO 45001 Standard.

We are committed to embedding this strategy throughout the business; to enable us to do this we will take the following important steps.

Ownership

The Senior Leadership Team (SLT) was established when Unitas became operational and is chaired by the Operations Director. The SLT will be responsible for the day to day activities to ensure that Unitas operates as a safe, compliant and profitable business.

The SLT are responsible for monitoring the Strategy and providing updates to the Board on the progress of the below in relation to SHE:

- Ensure Health & Safety is monitored and any risks and incidents are reported and managed.
- Ensure all performance targets are met and where they are not, the appropriate action/ recovery plans are put in place
- Discuss delegate or action operational issues that have a direct impact on the running of the business.
- Ensure HR matters are raised and managed accordingly.

The strategic action plan will be delivered under the direction of Carmen Muir, Head of Service Asset Management & Investment and the SHE Team

to monitor progress against the following service area plans, to measure success and identify risk:

- Service Area – Cyclical Maintenance, Mark McGill
- Service Area – Planned Maintenance, Mark McGill
- Service Area – Maintenance and Repair, Martin Heath
- Service Area – Voids, Martin Heath

SHE and Health & Safety meetings

Review meetings take place on a regular basis to focus on overseeing the development and completion of the action plan that delivers on priority objectives. Where ever possible the SHE objectives will be incorporated into existing working groups to ensure they are mainstreamed within our businesses.

Performance measures

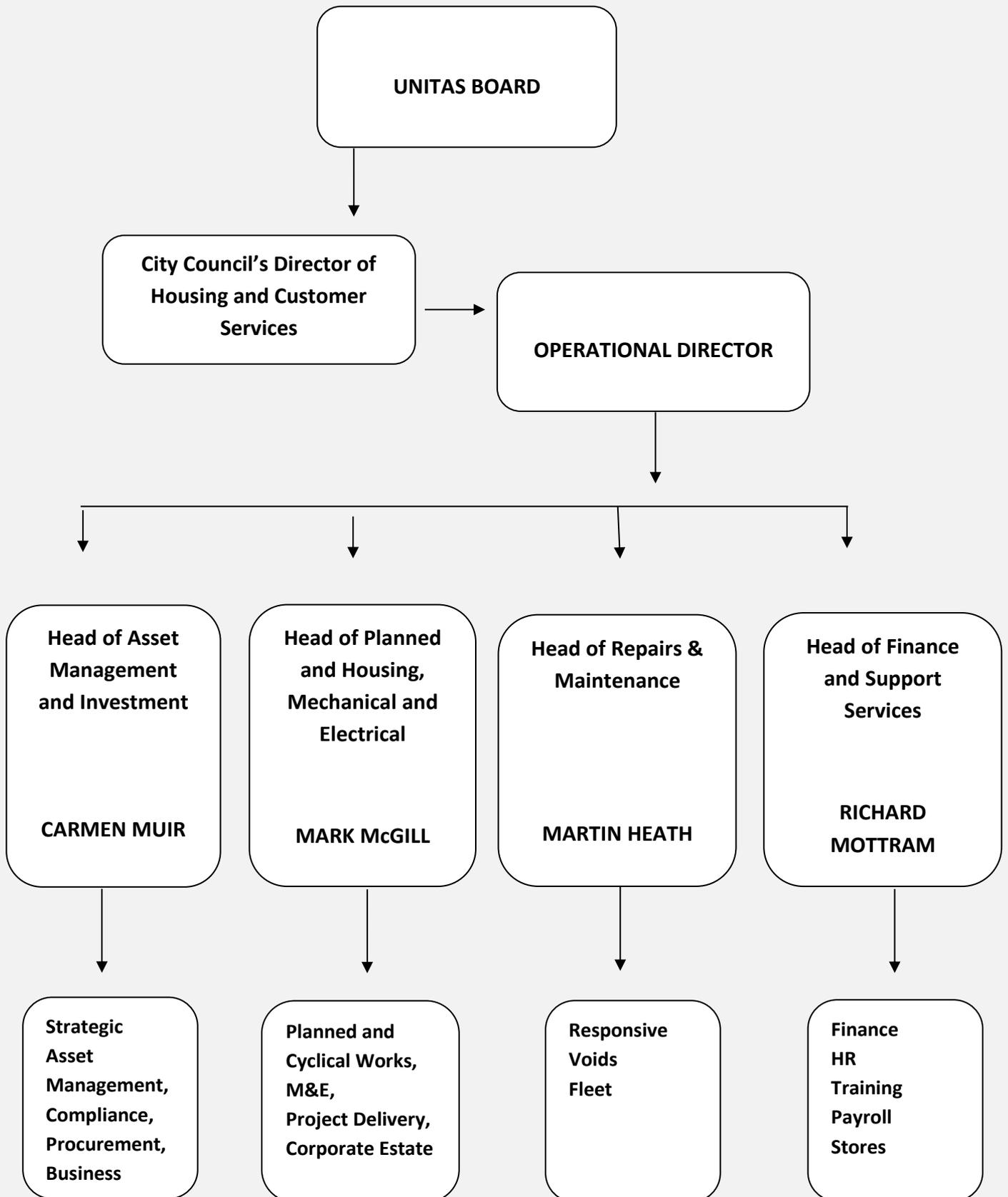
It is important to measure our performance to make sure that our SHE plan is delivering its aims and objectives. A range of measures will be developed by the review group and monitoring thereafter.

Related Strategies and Policies

This strategy has been developed to complement other company documents as detailed below:

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- Safety and Health Policy
- Environmental Policy
- Unitas Management Agreement
- Unitas Business Plan

Appendix One – Unitas Organisation Chart



Appendix Two - Safety and Health Policy

Unitas is a leading property, and residential and maintenance business which maintains, supports and renews the places where we work, live and play.

Statement of Intent

Unitas recognises its responsibilities under current safety and health legislation and believes that incidents are preventable, and this belief underpins our commitment to people and assets in support of a five year strategy. We will ensure that all workplace risks are identified and mitigated to an acceptable level.

Unitas is actively committed to the provision of strong and active leadership; the engagement of the workforce in the promotion and achievement of safe and healthy conditions and the formal assessment and review of Unitas's performance. Unitas will provide adequate resources, information and training to ensure that the management teams will deliver this policy and its objectives.

Policy Aims

To ensure effective implementation of this policy we will:

- Through visible and active leadership, ensure that employees are aware that working safely is a condition of employment;
- Identify and mitigate to an acceptable level, workplace safety and health hazards;
- Ensure employees are trained to undertake the tasks required;
- Ensure employees are empowered to delay or postpone any activity that is considered unsafe;
- Integrate safety and health matters into our business decisions;
- Engage with our stakeholders, business partners and supply chain colleagues to ensure that their safety and health management standards and practices meet or exceed the expectations of this policy;
- Comply with applicable safety and health legislation;
- Strive for continual improvement in safety and health performance and publicly report our performance on a regular basis;
- Provide our employees with information on occupational health, health promotion, rehabilitation and wellbeing;

- Share this policy with employees, stakeholders, business partners and members of the public;
- Comply with client specific requirements including, but not limited to, occupational health, working hours and fatigue management;
- Enhance performance based upon behavioural programmes, observations, good practice, coaching and safety and health maturity tools.
- Senior management will review this policy annually, or following a major operational or
- organisational change and establish objectives and targets that are consistent with the business objectives.
- This policy will be communicated to all our employees and organisations working on our behalf, displayed at our offices, on our intranet, and are made available to third parties.

Appendix Three - Environmental Policy

Unitas is a leading property, and residential and maintenance business which maintains, supports and renews the places where we work, live and play.

Statement of Intent

Unitas's strategy for sustainability – “Responsible Business, Positive Outcomes” – recognises that our business has an impact on the environment and we are committed to managing and reducing that impact through the adoption of our environmental policy.

Policy Aims

To ensure effective implementation of this policy we will:

- Identify and fulfil our compliance obligations, including all legislation, standards and codes of practice, which are relevant to our business;
- Continue to improve our environmental performance through effective communication, provision of staff training and adoption of best techniques available.
- Use energy and fossil fuels efficiently so as to reduce our carbon emissions;
- Prevent pollution incidents;
- Reduce the amount of waste generated by our activities, sites and premises and the percentage that is sent to landfill;

- Conserve water by reducing demand at our sites and premises;
- Be a respectful neighbour by minimising the impact that our activities, sites and premises have on local communities;
- Protect and, where feasible, enhance biodiversity on sites and premises where we hold
- responsibility or can influence those that do;
- Seek to influence our clients to adopt, and our designers to provide, solutions that benefit the environment;
- Promote, as far as is reasonably practicable, responsible sourcing and the purchase of materials and services that through their use, sourcing or manufacture, have the least harmful effect on the environment;
- Minimise the need to travel but, where travel is unavoidable, use modern and efficient modes of transport;
- Work with our supply chain to help them improve their own environmental performance.

This policy will be communicated to all our employees and organisations working on our behalf displayed at our offices, on our intranet, and are made available to third parties.

Appendix 4 – Strategic Plan