

Journey to health and safety excellence St Leger Homes



St Leger Homes – who are we

- Audit Commission excellent rated ALMO with 700 employees.
- Set up by Doncaster Council in 2005 to manage 21,000 council homes and deliver a major programme of investment to bring homes up to the Decent Homes Standard.
- We operate as not-for-profit limited company.
- We have our own management board and work in partnership with Doncaster Council to deliver services.
- We have recently expanded to take on delivery of additional services for the Council including housing options and homelessness.

Health and Safety Excellence – where we were

- 2007 British Safety Council 2 star – reality check!
- Inherited large, unwieldy health and safety management system.
- Lack of real engagement from managers and team leaders.
- Perception that safety not aligned to business priorities.
- Lack of engagement from trades and technical staff with safety accreditation systems such as CSCS.
- Sometimes strained relationships with the Council's Safety Team and other partner organisations.
- Frustrations within the safety team due to lack of progress.

Health and Safety Excellence – where we are now

- British Safety Council 5 Star Award 2011, 2012, 2013 awaiting our 2014 result.
- Business and safety priorities aligned through a three year rolling health and safety strategy.
- Strong Board, Chief Executive, senior management and trade union support.
- Robust, streamlined safety management systems.



Be the change you want to see

- We wanted to change staff behaviour and attitude to safety.
- We realised our own attitude and behaviour had to change first.
- Team away day led to our first Health and Safety strategy.
- Once adopted the strategy gave focus and encouraged buy in.
- Improved communication, engagement and recognition.

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Success Story – CSCS

- Supported by UCATT and Preston College.
- Trade employees 20% in 2012 to 76% now.
- Managers and support staff 95% have CSCS card.
- Aim is to achieve 100%.
- Bureaucracy has been biggest barrier.
- Benefits have been huge.



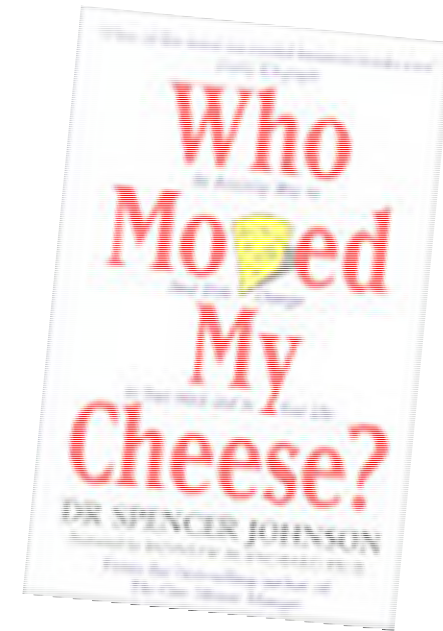
Success Story – stress management

- Overcoming outdated thinking and misconceptions.
- Encouraging people to talk.
- Work and non-work related stress.
- Risk assessment ,tailored support, training for managers, recruitment, resilience building.



Success Story – embracing change

- Change management high on the HSE and British Safety Council agendas.
- Programme praised by BSC Auditor.
- Integration of new services from the Council and 37 transferring employees.
- Workshops jointly delivered with external consultancy Eminex using Who Moved My Cheese materials.
- Target group included existing and new staff.
- Addressed behavioural and emotional aspects of change.
- Excellent buy in – impressive results.



Success story – site management

- More in-house decency work.
- CDM awareness.
- Site management arrangements.
- Formalisation of roles – chargehand posts created.
- Inspection.

Success story – engagement

- Trade union involvement.
- Employee training.
- Strong stakeholder relationships.
- Safety campaigns with staff and tenants.
- Thank you cards.



What next

- Improved accident investigation.
- Better management of insurance claims.
- More work on resilience building and change management.
- Celebrate our success!

Video clip courtesy of Eminex

