



**Group Health & Safety Assurance Manager
Information for Candidates**

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Welcome message from Rebecca Neill, Director of Assurance

Many thanks for taking an interest in Midland Heart. Since our foundation in 1925, our focus has been and continues to be helping people to live independently.

This is a very exciting time to be joining Midland Heart. Last year we launched our corporate plan to 2020 which sets out the organisations ambitions to be fit for the future. A copy of the plan is included in this pack. Since the launch we have been busy implementing the strategy and we are making clear strides in achieving our corporate objectives.

Health & Safety has a huge role to play in ensuring our corporate objectives are achieved safely, and that our people (customers, staff and others) are “safer together”, which incidentally is the strapline to our new Health & Safety Strategy!

Our strategy is simple, to provide a health and safety system for our people to operate within and take ownership, with our support. This will enable us to achieve our vision - to ensure our people and practices are safe. We are “safer together”.

We are genuinely excited about our new approach and are looking for innovative, creative, engaging and dynamic health & safety professionals who are passionate and can sell our new approach to the wider business; moving away from the traditional compliance approach (although compliance is important to us) to one of coaching and empowering our people to truly embrace safety as part of their every day.

As well as having the requisite skills and experience, including excellent stakeholder engagement skills, the right individuals exhibit the behaviours and personality attributes to sell the strategy and engage at all levels.

This is a new team and a new approach. So if you're looking for a fresh start, and believe that you can help us achieve our ambitions we'd love to hear from you!



Rebecca Neill
Director of Assurance

The Role

We have an exciting opportunity for an experienced Health & Safety professional to join Midland Heart as group Health & Safety Assurance Manager. This dynamic role is responsible for the delivery of our Health & Safety strategy and lead the Health & Safety team to enable the efficient implementation and delivery of Midland Heart's business objectives.

It goes without saying that you will be an experienced Health & Safety Assurance leader who connects with our purpose and mission. Working closely with decision makers in other departments you will promote a positive health and safety culture, coaching and enabling strategic leaders, managers, staff and partners to take full ownership for their health and safety responsibilities.

Critical to the role is your ability to provide advice to the Executive Team and the Board on Health & Safety that challenges opinions, influences decision making and initiates change.

The ability to lead your team to success is essential. Engaging the team and inspiring them to deliver a first-class service will be key to the role.

Who are we? Midland Heart is one of the leading UK housing businesses providing support to help people to live independently. Founded in 1925 we deliver housing and support by providing 33,000 high quality affordable homes to over 70,000 customers across 55 local authority areas. We have a new corporate strategy and plan to take us to 2020 and beyond; we are ambitious and confident about our future.

Our ideal candidate will have some knowledge of our sector but that's not essential. More important to us is that you are ambitious about the value a highly functioning Health & Safety Assurance Department can add to a business; and have proven experience of delivering this. You will be willing to push the boundaries to get us to think differently and be able to engage and influence stakeholders at all levels. A willingness and ability to work collaboratively across our business is essential.

What can we offer you? We are a flexible employer, focussed on outputs. Based at our Bath Row office in the centre of Birmingham, this role is offered on a permanent basis with a salary of £52,401 per annum. Alongside a generous leave entitlement, you will have access to generous pension arrangements, and a range of voluntary and salary sacrifice benefits.

If you feel you meet the brief, we'd love to hear from you. For a confidential discussion you are able to contact Rebecca Neill, Director of Assurance on 0845 850 1020 ext. 5804 or 07771 767 396

How to Apply

To apply, please register on our candidate portal using the following:

http://jobs.midlandheart.org.uk/vacancies/1919/mh/group_health_safety_assurance_manager/

Please submit a comprehensive CV setting out your career history, with responsibilities and achievements, with a cover letter of no more than 2 pages which clearly explains how you think you meet the requirements of this role.

Your application will be acknowledged. If you do not receive an acknowledgement within 48 hours, please contact: hreading@midlandheart.org.uk

Closing date for receipt of completed applications is 5pm on 31st July 2017

Timetable for Selection

The dates for our selection process are as follows:

- Advert Live: Monday 17th July 2017
- Advert Closing Date: Monday 31st July 2017
- Selection to take place on: Monday 7th August 2017

Role Profile

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| Role Title: | Group Health & Safety Assurance Manager |
| Department: | Assurance, Governance & Contract Directorate, Bath Row |
| Role Purpose: | <p>To act as the strategic health & safety lead to the Group, ensuring that the Group is compliant with all relevant health & safety legislation, guidance and best practice.</p> <p>To facilitate the effective delivery of the Health & Safety Strategy.</p> <p>To effectively manage the strategic external partner, ensuring contract performance against key performance indicators.</p> |
| Reporting to: | Director of Assurance |
| Responsible for: | Health & Safety Assurance Officer |
| Disclosure level: | N/A |
| Role Level: | Operational Leader |

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| Key Role Responsibilities | <p><u>Act as Health & Safety Strategic Lead</u></p> <p>To act as the strategic health & safety lead to the Group, ensuring that the Group is compliant with all relevant health & safety legislation, guidance and best practice.</p> <p><u>Lead the Delivery of the Health & Safety Strategy</u></p> <p>To lead and exemplify the building of effective internal and external stakeholder relationships which promote a positive health and safety culture, coaching and enabling strategic leaders, managers, staff and partners to take full ownership for their health and safety responsibilities.</p> <p>To lead the development and implementation of Midland heart's health and safety systems and processes to ensure they are streamlined, pragmatic, sensible, risk based and compliant with best practice.</p> <p>To ensure health & safety strategies, policies and procedures are up to date and compliant with legislative requirements and industry best practice.</p> |
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| | <p>To ensure performance is measured through a regular targeted set of KPI's, focused on outcomes not tasks, which identify key risks, performance measures, outcomes and costs; against a suitable benchmark group. Further, to identify trends from this to further inform the risk profile and identify and plan preventative work.</p> <p>To provide and deliver clear and concise health & safety management information and reports to those charged with health & safety governance (i.e. Main Board, Executive Board, Audit & Risk Committee, Health & Safety Committee).</p> <p>To lead the delivery of a focused audit and inspection plan, targeting establishments and thematic risks identified through sound risk management, following obtaining endorsement from the Health & Safety Committee.</p> <p>To lead the embedding of health and safety awareness in the Group's practices by delivery of an effective communication and engagement plan.</p> <p>To lead the support and coaching of senior managers / managers in undertaking health & safety investigations as they arise; and in exceptional cases, to undertake such investigations; in accordance with legislative requirements / best practice.</p> <p>To lead the development of effective partnerships both internally and externally, learning and sharing in best practice.</p> <p>To liaise closely with the Learning and Development team to ensure that Health & Safety training need of the Group is identified, planned and delivered in accordance with business and legislative requirements.</p> <p>To keep up to date with industry best practice, changes in regulatory requirements and industry standards and ensure that these are translated and disseminated across the business.</p> <p>To lead the delivery of the all staff routine health & safety engagement survey.</p> <p><u>Effectively Manage the Strategic External Partner</u></p> <p>To undertake to procure, mobilise and monitor the strategic external partner; ensuring that VFM is obtained and that their performance is measured and is effective against agreed key</p> |
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| | <p>performance indicators.</p> <p>To provide monthly contract management performance information as required to Executive team and the Board as required.</p> <p>In respect of the health & safety budget; to undertake annual budget setting, and exhibit sound budgetary control in ensuring all spend is within the approved budget.</p> <p><u>Other</u></p> <p>To deputise for the Director of Assurance in their absence.</p> <p>To manage the Health & Safety Assurance Officer.</p> |
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| <p>Education, Qualifications and Training</p> | <p>NEBOSH Diploma or HND/Degree level or equivalent in relevant discipline.</p> |
| <p>Knowledge and Experience</p> | <p>In-depth knowledge of health & safety legislation and best practice and its practical application.</p> <p>Experience of strategically leading a health & safety function within a large organisation preferably within the housing / construction sector.</p> <p>Experience of strategically managing effective internal and external stakeholder relationships which promote a positive health and safety culture, coaching and enabling strategic leaders, managers, staff and partners to take full ownership for their health and safety responsibilities.</p> <p>Experience of leading performance management within a health & safety function.</p> <p>Experience of effectively delivering health & safety related reports to Committee's (i.e. Main Board, Executive Board, Audit & Risk Committee, Health & Safety Committee).</p> <p>Understanding and experience of compiling and delivering a risk assessed audit and inspection plan, ensuring all major at risk areas are covered.</p> <p>Experience of compiling and delivering health & safety engagement plans.</p> |

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| | <p>Experience of supporting and managing health & safety investigations, in accordance with legislative requirements / best practice.</p> <p>Experience of developing effective partnerships both internally and externally, learning and sharing in best practice.</p> <p>Experience of compiling Health & Safety training need assessments and ensuring delivery in accordance with business and legislative requirements.</p> <p>Experience of leading the procurement, mobilisation and monitoring of a strategic external partner; ensuring that VFM is obtained and that performance is measured and is effective.</p> <p>Experience of delivering sound budgetary management and control.</p> |
| <p>Role Specific Skills & Behaviours</p> | <p>Excellent communication skills both verbal and written and ability to engage a range of audiences.</p> <p>Ability to demonstrate leadership and to formulate effective and appropriate responses on the basis of sound technical knowledge.</p> <p>Ability to meet challenging targets and prioritise workloads.</p> |

Our behaviours and standards describe the expectations we have of all employees to help the organisation grow and succeed. They identify what each of the behaviours and standards might look like for the following groups of staff:

Operational Leaders – roles that are responsible for the delivery of strategy and day to day management of operations.

Personal Qualities

Developing Self Awareness

Evidence by showing, a well-developed sense of their own behaviour and through their presentation influence the way others behave.

Managing Yourself

Challenge themselves to try new ways of thinking and working whilst supporting others to perform. Take responsibility for their working area and understand the impact of their areas performance on the organisation.

Acting with Integrity

Demonstrate and role model respectful and honest behaviour, encouraging a culture conducive to harmony and effective working. Dependably put their values into practice that also align with those of the organisation. Stimulates the same behaviours in others. Is faithful, trustworthy, honest, reliable and dependable in all their activities and underpin this culture within the organisation. Stimulates equality and diversity and ensures their working area is sensitive to the diverse needs of others. Treats everyone with dignity and respect using a situational leadership style.



Working with Others

Effective Relationships

Create a working area that values and promotes successful and respectful relationships between people at work. Preserve a link to, and understanding of relationships between non-management colleagues and customers. Communicate in a candid and factual way and model effective communication skills in order to promote the needs of their customers and the organisation. Has the ability to wield influence appropriately, using suitable language, both verbal and non-verbal and responding effectively to cues. Translates policy and guidance into understandable information according to our customer's needs.

Encouraging Others

Engage with and encourage environments that enable both staff and customers to work symbiotically. Creating trusting and engaging working environments, they identify strengths and developments that engages with colleagues in their working area and use this understanding to raise levels of engagement and performance.

People and Performance

Leading People

Model a leadership style that gets the best out of others across the working area. They guide, direct and support others, ensuring that quality service is delivered constantly, to meet customer satisfaction levels. Models a leadership style which fosters trust and profiles the way in which the working area will exist. Creates a climate of learning that ensures that the MPD review process is consistently reinforced whilst maintaining a continuous improvement philosophy.

Leading Performance

Take responsibility for their actions to ensure that high levels of service are provided and foster a culture in which people are confident in taking responsibility. Works across the directorate to recognise good performance, taking positive action to improve performance where necessary.

Direction and Strategy

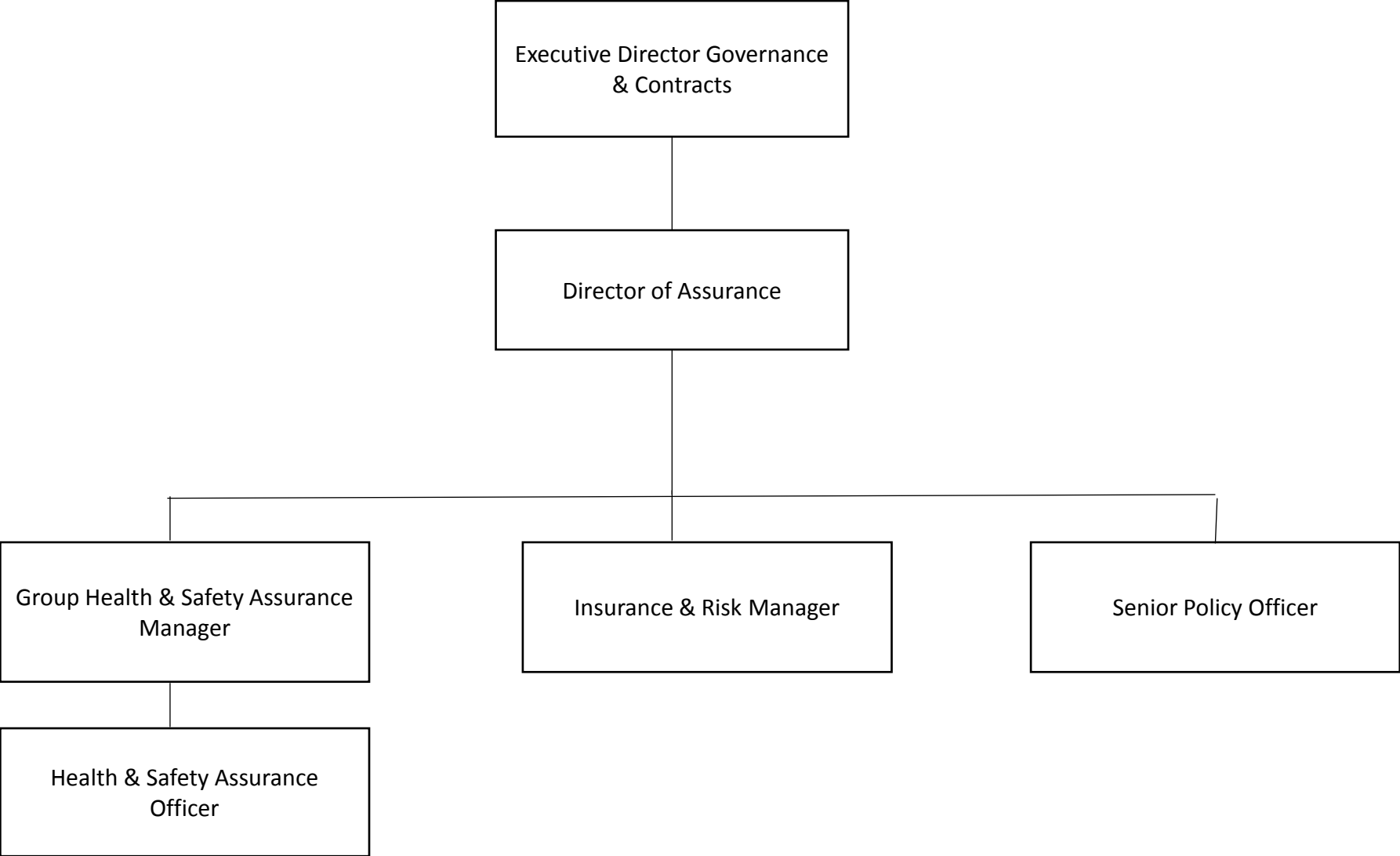
Leading Change

Pro-actively seeks to understand the potential impact of change in the sector within which we work and its impact on our organisation. Translates the implications of change into strategies and actions. Provides support, direction and strategy for guiding through change.

Decision Making

Engage with and encourage advocacy working within the working area. Co-creates decision-making processes that set out clear roles and responsibilities to expedite effective performance improvement to encourage discretionary effort.





Safer Together

Our vision is simple - to ensure our people and practices are safe.

Health and Safety Strategy 2017 - 2020

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| Procedure reference number | <i>HSS01</i> |
| Version | <i>1.0</i> |
| Issue date | <i>June 2017</i> |
| Review date | <i>June 2020</i> |
| Staff Affected | <i>All Staff</i> |
| Business Owner | <i>Andrew Foster, Governance and Contracts Director</i> |
| Approved by | <i>Executive Board</i> |
| Author | <i>Health and Safety Team</i> |

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Always refer to documents stored here when applying policy and procedure.

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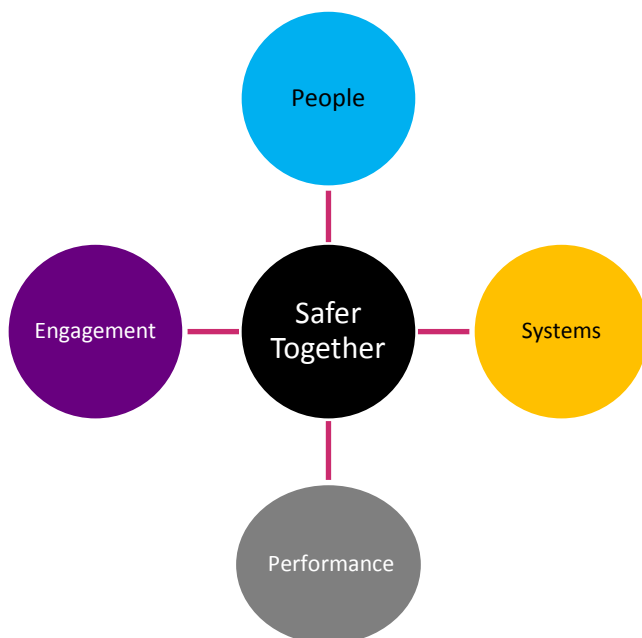
1. Introduction

This strategy provides a framework in which we will deliver health and safety excellence by 2020. It is underpinned by our health and safety policies, procedures and practices.

Our aim is to provide a simple health and safety system for our people (staff, customers and others) to operate within and take ownership with our support. This will enable us to achieve our simple vision which is to ensure our people and practices are safe. We are safer together.

2. Strategic Priorities

To deliver this, we have set out the following strategic priorities:



People

Demonstrating strong health and safety leadership and ownership, good management practice and effective control. Health and safety is at the forefront of all that we do.

Systems

Health and safety systems and processes are streamlined, risk based, sensible and pragmatic. Complex health and safety concepts are 'de-mystified' encouraging ownership and engagement by our people in health and safety practices.

Performance

Regular monitoring and reviews of our health and safety performance (including legislative requirements) and risks to ensure compliance, learning and continual improvement as well as providing assurance on the effectiveness of our health and safety management. We are focused on measuring and reporting on outcomes not tasks.

Engagement

Positive behaviours are encouraged and promoted via coaching and promoting ownership and accountability for health and safety to all.

3. Strategic Objectives (How will we do it?)

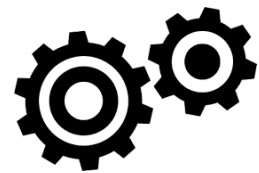
People



We will promote a climate in which a positive health and safety culture is encouraged, enhanced and sustained, but more importantly owned by everyone and supported by strong and visible leadership and management. We will do this by providing advice and support. Our approach will be coaching and enabling, not just to managers but all our people to take ownership for their health and safety.

Systems

We will ensure that health and safety systems and processes are streamlined, pragmatic, sensible and risk based. Complex concepts are demystified to encourage ownership and to empower our people in safe working practices.



Performance



We will measure our performance through a targeted set of KPI's and a revised style of reporting, focused on outcomes rather than tasks, identifying key risks, performance measures, outcomes and costs annually against a suitable benchmark group. We will analyse trends to further inform our risk profile and identify and plan preventative work. We will deliver this via effective management information providing assurance to those charged with governance.

We will ensure we are effective by delivering and reporting on a focused audit and inspection plan, targeting establishments and thematic risks identified through sound risk management, with the work plan endorsed by the Health & Safety Committee. In addition, a self-audit process will be developed.


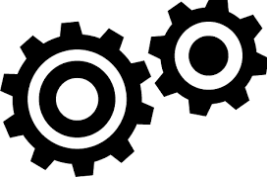


Engagement

We will embed health and safety awareness in our practices by delivery of an effective communication and engagement plan including initiatives and campaigns that will raise awareness.

We will continue to form effective partnerships both internally and externally, learning and sharing in best practice.



4. Key Outcomes (How will we know we have got where we want to go?)

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|  <p>People</p> <ul style="list-style-type: none"> Taking full responsibility and ownership to work safely Strong and visible leadership Challenging inappropriate behaviours or unsafe practice High performing managers Preventing accidents, learning from experiences and offering ideas on improvement |  <p>Systems</p> <ul style="list-style-type: none"> Sensible and pragmatic policy environment Self serve portal for staff and managers Make use of technology and reduce paper based systems |
|  <p>Performance</p> <ul style="list-style-type: none"> Health and safety risks are regularly monitored Focused on outcomes, not tasks. Performance is regularly monitored, providing robust assurance. |  <p>Engagement</p> <ul style="list-style-type: none"> All staff have a common understanding of risk Positive behaviours are recognised and encouraged Staff are engaged and offer ideas for improvement |

Strategic Delivery Plan

| Strategic Priority | What we will do? | Action Owner(s) | Target to 2020: | How will we do it? |
|--------------------|----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People | PEO1: To enhance and maintain role based health and safety competencies through training and development opportunities | H&S Team Frontline Managers Operational Leaders Functional Directors | All staff have undertaken all role based health and safety training | <ul style="list-style-type: none"> Design and deliver new courses for frontline managers, operational leaders and directors. Training plans Maximising attendance rates |
| | PEO2: To ensure that health and safety is integral to operational planning processes | H&S Team Frontline Managers Operational Leaders Functional Directors | Health and safety activity is integral in operational planning processes | <ul style="list-style-type: none"> Activity is incorporated into functional delivery plans. Health and Safety Plans evidence planning activity. Risk Assessment reviews Team Meetings / Working Groups |
| | PEO3: To demonstrate strong and visible health and safety leadership ensuring risks are well managed and monitored | H&S Team Frontline Managers Operational Leaders Functional Directors Executive Directors | Above 75% on organisational commitment on the health and safety climate survey | <ul style="list-style-type: none"> Workplace Visits (Directors/Operational Leaders) Group Wide Health and Safety Risk Register Directorate Leads Performance Monitoring H&S Communications Plan |
| | PEO4: To ensure that management teams "own" health and safety and embed standardised processes in their operational areas consistently | H&S Team Frontline Managers Operational Leaders | Achieve green performance ratings on internal health and safety audit with no red actions identified | <ul style="list-style-type: none"> Deliver thematic audit framework Deliver risk topics into team meetings Self-Assessment Tool Directorate Leads |
| | PEO5: To embed a positive health and safety culture that ensures a safe working environment | H&S Team Frontline Managers Operational Leaders Functional Directors | Above 75% achieved on the health and safety climate and green rated internal and external audits | <ul style="list-style-type: none"> Remove all paper based forms Team Meeting Briefings Health and safety related targets set in MPD's Challenge unsafe practices |

Strategic Delivery Plan

| Strategic Priority | What we will do? | Action Owner(s) | Target to 2020: | How will we do it? |
|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Systems | SYS1: To ensure the standard operating health and safety policy and procedure environment is fit for purpose and reduces transactional activity | H&S Team | Suite of health and safety policy and procedures that are fit for purpose and reduce transactional activity | <ul style="list-style-type: none"> Full review of all policies and procedures Deliver thematic audits to test controls Embed procedure standards into induction and training programmes |
| | SYS2: Remove the need for paper based documents and operational duplication of data. | H&S Team | Web based electronic management system that encompasses all health and safety and compliance activity | <ul style="list-style-type: none"> Removing paper based forms New approach to enhance incident reporting levels Integrate self-serve and line management/ group wide oversight |
| | SYS3: To develop self-help systems and electronic information to assist in the effective implementation of health and safety | H&S Team | A suite of guides and information covering all significant risk topics identified on the group wide risk register and where operational guidance is required | <ul style="list-style-type: none"> Review existing H&S information on Intranet Self-Assessment Tool H&S Communication Plan Online library - Guides, Videos and FAQ's |
| Performance | PER1: To ensure effective management information is provided to those charged with governance, providing robust assurance | H&S Team | Health and safety annual report on strategic progress. Regular Dashboard and Executive Summary Report based on outcomes | <ul style="list-style-type: none"> Develop new reporting suite for boards and directors group Produce annual report on H&S Strategy progress Develop a system to enable contractor assurance to be gained and fed into the reporting suite. |

Strategic Delivery Plan

| Strategic Priority | What we will do? | Action Owner(s) | Target to 2020: | How will we do it? |
|--------------------|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | PER2: To evaluate and monitor health and safety performance to ensure compliance | H&S Team Frontline Managers Operational Leaders Functional Directors | Consistent approach to operational health and safety monitoring which feeds into group wide management Information | <ul style="list-style-type: none"> Develop a standardised health and safety monitoring system Design new audit and inspection framework to test thematic risks Management performance reviews |
| | PER3: To ensure departmental risk registers are regularly updated and fed into the group wide health and safety risk register | H&S Team Frontline Managers Operational Leaders Functional Directors | Group Wide risk register represents all significant H&S risks identified from all business units | <ul style="list-style-type: none"> Team Briefing and review of risk registers Define process to ensure review is undertaken and fed into the group wide risk register Review links between H&S risk and Corporate Risk Register |
| Engagement | ENG1: To embed the basic principles of risk management, empowering staff to be risk aware | H&S Team Frontline Managers Operational Leaders Functional Directors | All staff are risk aware and understand the concept of risk | <ul style="list-style-type: none"> Team Briefings H&S Communications Plan Assignment of risk based tasks to staff Training Programme Measure via annual H&S Climate Survey |
| | ENG2: To implement risk based planned initiatives and campaigns to raise awareness | H&S Team Frontline Managers Operational Leaders Functional Directors Executive Directors | Monthly risk based team briefings and corporate communications | <ul style="list-style-type: none"> Team Briefings H&S Communications Plan Review H&S information on Intranet Directorate Leads Evidenced in H&S Plans |
| | ENG3: To recognise positive health and safety behaviours and | H&S Team Frontline Managers | At least one Health and safety related | <ul style="list-style-type: none"> 1:1/MPD process S.T.A.R Awards |

Strategic Delivery Plan

| Strategic Priority | What we will do? | Action Owner(s) | Target to 2020: | How will we do it? |
|--------------------|---------------------------------------------------|--------------------------------------------------------------------|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | incorporate into performance management processes | Operational Leaders Functional Directors Executive Directors | target incorporated into MPD's | <ul style="list-style-type: none"> ▪ Define required health and safety behaviours in relation to MyValues and embed into performance management training |