# Brighter Places - Safety Assurance Strategy 2025-30

## 1. Vision and Purpose

**Vision**

Brighter Places want to foster a culture of safety where colleagues feel secure in their work environment, customers feel safe in their homes, and safety is embedded in every decision, process, and interaction. By 2030, we aim to be recognised as a leader in proactive safety management, driven by data intelligence and mature safety behaviours. We will aim for 100% of our colleagues feeling safe at work, and to be in the top 25% of landlords whose customers feel safe in their homes.

**Purpose**

This strategy sets out the roadmap for delivering health and safety assurance across the organisation from 2025 to 2030. It defines how we will:

- ensure we deliver to the required standards, including all regulatory and legal requirements whilst also ensuring we meet the ISO45001 standard
- provide clear, consistent, and evidence-based assurance to our Regulators, Board Executive Team and Customers
- integrate behavioural safety, data intelligence, and robust management systems to drive continuous improvement
- ensure that safety is not just a compliance activity but a core value that shapes our culture and service delivery.

## 2. Why this strategy is important

Safety is our number one priority for all customers, colleagues and contractors. It is a fundamental right under various United Nations, European and International conventions to protect and ensure a safe place to live and work for UK citizens.

Brighter Places aims to have strong corporate environmental, social and governance (ESG) values. As such, we are fully accountable to regulators, and ethically accountable to customers, colleagues and contracted partners for our safety performance.

This strategy is essential to ensuring that health and safety are not only maintained but continuously improved across the organisation. It responds to evolving regulatory requirements, increasing expectations from customers and colleagues, and the need for greater transparency and accountability in safety performance.

Key drivers include:

- **Regulatory and legislative compliance**: Meeting existing obligations under all Health and Safety legislation, Fire Safety requirements, Housing legislation, including Awaab's Law, and other emerging sector standards such as Decent Homes.

- **Customer and colleague confidence**: Ensuring people feel safe in their homes and workplaces.
- **Risk management**: Proactively identifying, assessing, and mitigating health and safety risks. Keeping our Strategic Risk Register rating at the lowest probability score of 5.
- **Data intelligence**: Leveraging accurate and integrated data to inform decisions and demonstrate compliance to regulatory bodies.
- **Cultural change**: Embedding behavioural safety and fostering a proactive safety culture across all levels of the organisation.

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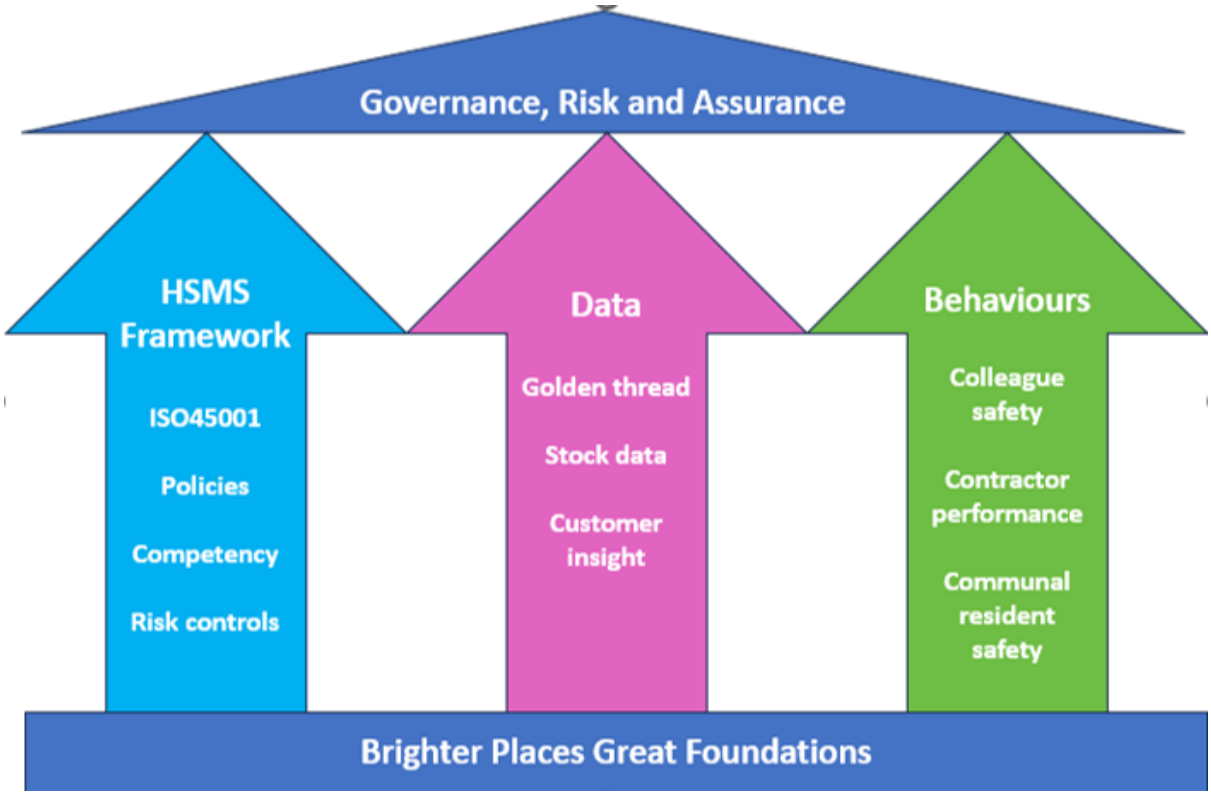
## 3. Strategic pillars

This strategy is integral to our overarching governance, risk and assurance frameworks. In line with the Brighter Places Risk Appetite Statement, we will take a *Cautious* approach to the management of health and safety risks.

There are three strategic pillars that underpin the reporting needed to assure our regulators, Board and Executive teams. These are our health and safety management system (HSMS), trust in our data, and cultural behaviours.

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## 4. Strategic priorities (2025–2030)

This strategy provides a structured, measurable, and forward-looking approach to safety assurance, aligning with the organisation's broader goals and values.

1. **Create safe environments**
    - ensure colleagues feel safe at work.
    - ensure customers feel safe in their homes.
    - proactively engage with residents, partners and stakeholders to improve community safety.
2. **Achieve and maintain compliance**
    - comply with all relevant health, safety, and building safety regulations.
    - achieve and maintain ISO45001 certification.
    - align with Awaab's Law, Decent Homes and HHSRS transitions.
3. **Embed a proactive safety culture**
    - promote behavioural-based safety across colleagues and contractors.
    - encourage safe, customer centric choices in service delivery.
    - foster a Just Culture that supports reporting and learning rather than blame.
4. **Provide assurance**
    - deliver periodic assurance reports and performance data[1] to the Regulator, Board and Executive Team.
    - conduct regular audits of HSMS, data systems, and contractor performance.
    - improve performance reporting through Power BI and other analytics tools.
5. **Leverage data for safety intelligence**
    - establish a golden thread of building safety data.
    - improve the quality and accuracy of stock and customer insight data.
    - integrate relevant data systems[2] to support intelligent decision-making.
6. **Maintain operational excellence**
    - maintain business-as-usual against existing policies, procedures, and processes.
    - ensure colleague competencies through training and development.
    - manage H&S risks through inspections, incident reviews, and lessons learned.

[1] Performance data to include relevant Tenant Satisfaction Measures (TSM) and NROSH returns
[2] Data systems to include Document Management (DMS), Geographic Information (GIS), Customer Relationship Management (CRM), and Asset Data

7. **Drive continuous improvement**
    - benchmark against sector best practices.
    - integrate safety assurance with wider IT and organisational strategies.
    - innovate through AI and predictive analytics in safety performance.

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## 5. Implementation roadmap (2025–2030)

This roadmap outlines the phased delivery of strategic initiatives across the three core pillars: **HSMS Framework**, **Data-Driven Safety**, and **Behavioural-Based Safety (BBS)**.

**Year 1: Foundation – HSMS Development**

Building on the foundations established in our 2022-25 HSMS action plan, we will:

- Continue to review and develop relevant policies and procedures for key property safety risks including Damp & Mould, Pressure Systems, and Lifts.
- Review the BP competency framework and induction programmes to meet new sector standards.
- Review and improve incident oversight and inspection processes, including the use of SharePoint Power BI integration for MI reporting.
- Work with partners to deliver improved communal safety programmes.
- Initiate customer insight and asset data reviews.
- Conduct an ISO45001 pre-audit and prepare for certification.

**Year 2: Certification and data integration**

With a focus on achieving our ISO45001 certification and data integrity, we will:

- Maintain and expand our HSMS framework to include emerging sector standards (e.g., Awaab's law, Building Safety, HHSRS and Decent Homes).
- Deliver targeted training and maintain records in our Learning Management System.
- Launch a revised Document Management System (DMS).
- Begin CRM integration for customer vulnerability data.

**Year 3: Data consolidation**

With a focus on utilising our data for improved safety performance, we will:

- Integrate GIS mapping data for proactive safety performance.
- Analyse vulnerable customer data for proactive safety improvements.
- Implement contractor management systems with intelligent reminders.
- Continue proactive estate inspections and communal safety reviews.

**Year 4: Behavioural safety integration**

With a focus on introducing a Behavioural-Based Safety (BBS) system, we will:

- Enable proactive BBS data capture by colleagues.
- Align asset data with BBS systems.
- Maintain communal safety systems and data.
- Use data to drive proactive contractor behaviours.

**Year 5: Embedding intelligence**

With a focus on embedding our safety data and BBS through AI and predictive analytics, we will:

- Achieve full confidence in stock and customer data quality.
- Sustain proactive safety culture across all roles.
- Maintain ISO45001 certification and continuous improvement.
- Deliver intelligent, real-time assurance reporting.

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