Health & Safety Management System

Health and Safety within HO2 Management Ltd and Our Joint Venture Partners collectively known as The Hakim Group.

Version 1 – January 2022

1. **Introduction**. This document is a summary of the safety management arrangements, currently in place, in the Hakim Group Practices and Headquarters (HGHQ). The Hakim Group, operates through a distinct joint venture partnership model, acquiring a 50%+ controlling stake in partner practices, alongside the optometrist or dispensing optician, who run and operates the practice. Partner practices retain their brand and identity but gain access to Hakim Group's dedicated back-office support team and infrastructure. In addition to the Operating Board 'All Seas Capital' is working with the company to embed best practice within the existing business.

   1.1. The registered office is:
   Unit 317
   India Mills Business Centre
   Darwen
   Lancs
   BB3 1AE

2. **Key Contacts**. Hakim's Head of Professional Advancement and Governance is Claire Slade based at HGHQ. Claire's email address is claireslade@hakimgroup.co.uk

3. **Responsibilities**. The Professional Advancement and Governance team are responsible for: -

   3.1. Reactive Work – Overseeing any health and safety issues that are escalated via the facilities team.

   3.2. ***Planned/Proactive Work*** – Development of policy and engagement with Joint Venture Partners via Buddies and the company safety committee providing support and acting as the main point of contact for safety issues for Buddies, Health, and Safety Champions and, Joint Venture Partners.

   3.3. Professional Advancement and Governance, including Health and Safety, is a cross company function and reports into the Chief Executive Officer (CEO) for The Hakim Group.

4. **Health & Safety Management**.

   4.1. **Policy Statement.** The Hakim Group has issued a Health & Safety Policy Statement declaring its responsibilities and the commitment to discharge these with Joint Venture Partners.

   4.2. **Board Reports.** A quarterly report is provided to All Seas Capital and The Hakim Group Operating Board on all matters relating to Health and Safety.

4.3. **Consultation with Employees**. (Team Members)

4.3.1. **Health and Safety Champions**. In each Practice, Health and Safety Champions are responsible for collating information and feeding information up and down from team members to their JVP and Buddy. They attend meetings to update themselves and are consulted with over Health & Safety issues. Health and Safety Champions can make representation, on behalf of all the colleagues, through their Joint Venture Partner, Buddy, or the Head of Professional Advancement and Governance to the Operational Health & Safety committee.

4.3.2. **HGHQ Office Zone Health and Safety Champions** nominated by management are responsible for collating information and feeding information up and down from team members to management . They attend meetings to update themselves and are consulted with over Health & Safety issues sitting on the Operational Health and Safety committee to represent the departments and team members within their office zone.

4.3.3. **Buddies**. Receive Health and Safety training and support, mentor and assist their practice Partners to comply with the company health and safety requirement. Collating information and feeding information, up-and-down, from their Practice Partners Health and Safety Champions to the Buddy Champion, who sits on the Operational Health & Safety Committee.

4.3.4. **Buddy Health and Safety Champion**. Is nominated and elected by the Buddies to represent them on the Operational Health & Safety committee.

5. **Operational Health & Safety Committee**.

5.1. The Operational Health and Safety Committee meet (virtually) quarterly.

5.2. The committee is chaired by Hakim's Head of Professional Advancement and Governance; Its members are made up of the HGHQ Office Zone Health and Safety Champions and Buddy Health and Safety Champion, representative Joint Venture Partners (Sharks), representative Practice Managers (Fish) and representatives from relevant Head Office functions.

5.3. The main purpose is to:

- Assist in the development, implementation and review of health and safety related policies and procedures.
- Provide a forum for consultation on health and safety issues and help to keep Team members informed of health and safety matters affecting them.
- Monitor and review the measures taken to secure Team members health and safety, the findings of safety inspections, departmental reviews and accident and incident investigations.
- Facilitate the resolution of workplace health and safety issues, particularly where these have not been resolved through normal channels.
- Report and raise any serious health and safety risks and legislative breaches to the Board.

5.4. The terms of reference are:

- Review of minutes from previous committee meeting.
- Performance Update Year to Date.
- Review of KPI's.
- Review of Serious Incidents or Accidents.
- Consider and review reports and information provided by enforcing authority inspectors.
- Review of safety concerns raised by the Health and Safety Champions
- Update on the "Top 5 Priorities".
- Feedback on Non-Conformances from H&S audits.
- Completion conformance on Statutory Inspection.
- Legislation updates.
- AOB.

6. **Responsibilities**.

6.1. Overall responsibility for safety in The Hakim Group falls to Imran Hakim the Chief Executive Officer.

6.2. The Head of Acquisitions is responsible for ensuring that pre acquisition Health & Safety checks are carried out at acquisition.

6.3. The Head of Facilities is responsible for ensuring that pre acquisition Health & Safety checks are reviewed and any issues identified and addressed.

6.4. The Facilities team are responsible for ensuring all compliance checks are scheduled and support the JVPs/H&S Champions/Buddies in resolving health and safety issues liaising with external enforcement authorities and addressing complaints / issues raised by staff and customers including investigating serious incidents/ accidents.
* Appendix 1 - List of compliance checks.

6.5. The Joint Venture Partners are responsible for all issues that may impact on the safety of team members, and the public and in relation to the Practices they own ensuring they are undertaking their periodic checks etc.
They Nominate and, if necessary, hold elections for the Practice Health and Safety Champion.

6.6. The Buddies are responsible for ensuring the Health and Safety Management System is being maintained in their area and monitoring completion of training, checklists etc.

6.7. Each Practice Manager (Fish) is responsible for implementation of the company's Health & Safety arrangements in the Practice. Supported by the Health and safety Champion.

6.8. The Health and Safety Champion is there to represent the Team Members and act as the conscience of the HGHQ Manager/ Joint Venture Partner / Practice Manager supporting them in implementing the Health and Safety Management System.

6.9. All Team members are responsible for carrying out their role in a safe manner; following any training and instruction given and wearing appropriate PPE supplied. They are ultimately responsible for their own safety and that of others that may be impacted by anything they do or fail to do.

NB Team members, Local Practice Managers and Joint Venture Partners are not authorised by the Board to speak on matters relating to Health and Safety Management on behalf of the Hakim Group or the Individual Practice. An authoritative statement can be obtained by contacting Hakim Group's Head of Professional Advancement and Governance.

7. **Risk Assessments**.

7.1. To determine the hazards and risks present and who they affect we consider the already available knowledge of the structure, installations, and equipment present within our business together with a comprehensive review of:

- Accident Records:
  - Internal Company reports and Investigations.
  - Trends.
  - Employers Liability claims.
  - Public Liability claims.
  - Material Damage & Business Interruption.
- Site Specific Assessments where sites have issues that cannot be adequately controlled by the generic approach E.G. Asbestos issues.
- Intelligence from accident investigations and other information from competitors.
- Changes made in the business model.

7.2. There is a consistency to the Risks encountered, People at Risk and Control measures in place as well as the monitoring process and this consistency enables the formulation of generic Risk Assessments. Whilst it is very unlikely that every Practice will encounter all the hazards outlined in the assessment no premises should have hazards present which constitute a risk to our Team members, Patients /customers, contractors, or visitors outside the scope of the generic Risk Assessments.

7.3. For each hazard identified, a summary is made of contributing factors leading to the creation of risk and remedial action. In some cases, the hazards that have been identified are the subject of detailed procedures as outlined in the control measures.

7.4. The generic assessments are developed centrally and are available BUT it is not necessary for Joint Venture Partners, Practice Managers or Team members to read them in this format. They consider normal conditions and significant variations such as criminal acts including terrorism, burglary, theft, violence, and intimidation, common emergencies.

7.5. Practices review their own environment against these using a monthly checklist to monitor the control measures put in place and developing action plans where measures are perceived to be wanting.

7.6. Instructions and Information that Joint Venture Partners, Practice Managers and Team members need in relation to the Risk Assessments is provided to them via a Safety brief.

7.7. Index of areas covered by Risk Assessments:

- Asbestos.
- Biohazards.
- Burns and Scalds.
- Collision with moving object.
- Collision with Stationery Object.
- Covid 19.
- Cuts and Lacerations.
- Delivery.
- Display Screen Equipment (DSE).
- Electric Shock.
- Environmental Protection.
- Fire.
- First Aid.
- Hazardous Chemicals (COSHH).
- Hit by Flying / Falling Object.
- Legionella.
- Manual Handling.
- Slips, Trips and Falls – Including a fall from a chair.
- Violence, including Robbery and Acts of Terrorism.
- Working at Height.

7.8. We believe this approach adequately covers the risks to young persons, which are identical to those, encountered by other Team members with similar lack of experience, training etc. The generic Risk Assessments have also taken into consideration the general needs of pregnant women.

7.9. We do however recognise that individuals may have different requirements and the following individual Risk Assessments for the Practice Manager (or JVP/Buddy where no Practice Manager is appointed) to complete with Team members as and when required:

- Vulnerable Persons including Disabled, Young Persons and Work Experience.
- New and Expectant Mothers.

8. **Safety Training**.

8.1. All new starters receive 'Induction Training' and appropriate Health & Safety training before commencing their role; until this is achieved the company require them to work under supervision.

8.2. There is a safety briefing which covers the control measures identified by Risk Assessment and safe working practices, which are relevant to a Team member's role.

8.3. Individual re-training requirements are determined locally and may be prompted by accidents, local initiatives etc.

8.4. Centrally and in collaboration with the Health and Safety Committee we determine refresher / new training requirements resulting from initiatives or where we identify a need

to refresh across the board because of accident rates. Specialist roles like Health and Safety Champions require specialist training.

9. **Monitoring.**

9.1. The Practices undertake and record periodic checks on Eco online

9.2. Buddies also complete reviews of each Practice in their area ensuring the periodic checks have been completed.

10. **Health and Safety Review**.

10.1. The Practices are reviewed at least annually by their Buddy and scored on all aspects of Safety Management.

10.2. An independent review of the Review visits completed by the Buddies is undertaken centrally including site visits undertaken to verify the results and ensure consistency across the Group.

PERCENTAGE	RATING	DESCRIPTION
90% - 100%	**GREEN**	**Excellent approach to managing health, safety, and fire**
80% - 89%	**AMBER**	**Achieving adequate control of operation and systems**
0 – 79%	**RED**	**Unsatisfactory approach to managing health, safety, and fire**

10.3. The Joint Venture Partner will receive a detailed report and the Practice is required to complete an action plan which the Buddies will follow up.

10.4. Details of the reports, actions taken, and progress made etc. is reported to the Operational Health and Safety Committee and a summary is provided to the board.

11. **Health and Safety KPI's and Targets**.

Datum year for accidents 2022/2023	Year One	Year Two	Year Three
Lost Time Incidents (LTA)	Not currently reported properly	Datum year	Reduce
Review results	Datum year	More Green	Majority Green
Near-miss reporting	Not currently reported	Datum year	Increase
Paid out insurance claims	Datum year	Reduction in at fault claims	Further reduction in at fault claims
% Team members who've completed safety related mandatory training commensurate with their job role	50% completion	75% completion	90% completion