

SECTION 1(2)

MANAGEMENT OF HEALTH, SAFETY AND WELFARE

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Key Elements of a Management System

The key elements of a successful health and safety management system are:

- clearly defined strategy and policies;
- an organisational structure with commensurate accountabilities and allocated responsibilities;
- agreed plans to implement policies and procedures which include:
 - risk assessment
 - defined standards of performance
 - training for employees;
- measurement of performance; and
- audit and review of performance by managers.

So How Does Bracknell Shape Up?

Strategy and Policies

The Council has Policy Statements on Health, Safety and Welfare. The organisation and arrangements, which detail the structure for implementation, reflect the increasingly devolved management arrangements as well as the use of contractors and “trading units”.

Organisational structure and accountabilities

In order that all employees fully understand their part in the organisational structure, their specific responsibilities and the matters they are personally accountable for, it is necessary to ensure that health, safety and welfare matters are detailed in the existing management arrangements. When developing accountabilities for service delivery or staff management, employees should recognise the Council's manpower strategy for Health, Safety and Welfare and associated statements. To test performance against a statement, effectiveness indicators based on the list of tasks given in Appendix 1 can be used.

Consultative arrangements

The council has consultative arrangements with employees and their representatives, which reflect the need to involve them in all aspects of the management system and local arrangements which implement the system. The existing safety committee structure and the Constitution for Health and Safety Panel can be found in Section 1(1).

Implementation

Detailed plans exist to implement the policies in all work areas with local policies and procedures being supported by competent advice and guidance from the Health and Safety Team in Human Resources, Corporate Services Department. A Manual of guidance is available on the Intranet and is issued by managers in all sectors of the Authority as an authoritative guide to management arrangements, a summary of legal requirements, details on risk assessment and details of systems and procedures to ensure standards of performance can be met.

Advice and guidance

In addition to the Health, Safety and Welfare Manual of Guidance, the Corporate Health and Safety Team produces information in various forms on health, safety and welfare matters. This is distributed to all parts of the organisation for managers and their staff. The Team maintains a comprehensive library of relevant documents and the corporate safety staff are available for consultation by senior managers.

Health and Safety Training

Health, safety and welfare at work is designated as a corporate training priority and courses are included in the Training and Development Brochure available to all managers. Specific training courses are also provided in response to local needs and corporate activities. Section 1(4) of the Manual details the range of in-house training available. Specific training programmes can be arranged on request to cover specialist topics.

Measurement of performance

Performance is measured by reference to reactive data provided, e.g. accident and hazard reports, and by monitoring of subsequent action taken. Inspections of workplaces are carried out at regular intervals by responsible managers and appropriate action taken to remedy defects. Health and safety should be a regular item on management meeting agendas, which enables performance to be reviewed at senior management level.

Audit and review of performance

In order to define and improve standards and to measure performance in a pro-active way, it is necessary to audit and review the performance of the Council and its employees in respect of their accountabilities and responsibilities for health, safety and welfare. It is only by this means that the management control system can be completed and effective action taken.

A Safety Audit is a systematic critical examination of a defined part of an organisation's activity with the object of minimising loss. This includes lost time due to accidents and ill health, the cost of damage to premises and equipment, increased insurance costs etc.

It is an important tool for identifying areas of risks or vulnerability, hazards and potential accidents in proposed and existing work locations; for determining the action necessary to remove hazards before personal injuries or damage occur; and for ensuring that the whole safety effort is effective, meaningful and the objectives understood. An audit package can be tailored to the needs of the manager at each location and enables them to meet local management needs and any monitoring requirements without duplication of effort.

The objectives of implementing an auditing system are:

- to ensure that occupational health, safety and welfare standards fully satisfy the legal requirements and the standards set in the General Statement of Health, Safety and Welfare Policy;
- to enable measurement of the degree to which the safety management programme is successful and to identify strengths and weaknesses so that action can be taken when necessary;
- to enable managers to set targets and monitor performance for health, safety and welfare matters;

- to raise safety awareness of employees; and
- to help identify training needs.

What Do I Need To Do?

Ensure that for work under your direct control, an adequate safety management system is in place based on the principles outlined above, that is:

- allocate responsibilities for health, safety and welfare matters, document the arrangements and publish a local policy statement if appropriate.
- use this manual as a base from which to ensure:
 - work under your control is assessed, findings documented and the assessment reviewed when necessary.
 - control measures to eliminate or reduce risk are implemented, monitored and reviewed in the light of experience.
 - publish local codes of safe working for specific areas of work. Bring the contents of this manual to the attention of employees who work for you and point out the relevant sections to them. Ensure that the performance of employees, and contractors, for whom you may have a responsibility, is at the required standard.
 - Ensure that training needs are identified and met for all work, including health, safety and welfare requirements, for employees who work for you. Also, make sure that you have the required competence to carry out your responsibilities. Arrange for all new employees to have sufficient induction training before starting work and adequate supervision during the initial working period.
 - measure performance by an active involvement in:
 - reducing accidents to your employees.
 - eliminating hazards associated with their work which you or they identify.
 - periodic inspections of work in progress.
 - liaison with employee representatives.
 - audits of performance on at least an annual basis.

Accountabilities and Effectiveness Indicators

All senior managers when developing accountabilities for service delivery or staff management should recognise the Council's statement of Commitment to staff Health, Safety and Welfare at Work in Section 1(1) and associated statements.

To test performance against the statement, effectiveness indicators based on a list of tasks will usually be required. The following list of tasks gives examples of the general scope and type of management safety responsibilities for employees at all levels within the organisation; they will not necessarily match up to the specific arrangements in a department. Such tasks can also be used as a checklist to ensure that all the important factors have been included in local policy statements. The actual wording of each task or responsibility may need to be made more specific and descriptive of required action.

Director

Ensure that there is an effective policy for health and safety within their area of control.

Establish an organisation and allocate responsibilities for arrangements to carry out the policy etc.

Periodically appraise the effectiveness of the policy and ensure any necessary changes are implemented; receive audit reports and ensure appropriate action is taken.

Periodically, but regularly, attend committee meetings.

Produce annual report to include health and safety activities for previous 12 months.

Assistant Director/Nominated Senior Officer/Headteacher

Evaluate risks in the organisation relating to accidents, health, loss or damage to property and risks to the public through enterprise activity.

In conjunction with the Authority's risk/insurance officer ensure that all liability is covered by insurance.

Review loss record periodically and advise when action is necessary to correct adverse trends.

Be directly responsible for the establishment of a health and safety programme.

Take a direct interest in such a programme and publicly support all persons carrying it out.

Ensure that a minimum of an annual audit of performance is undertaken and that action is taken to address issues raised.

Provide adequate staff, funds and materials to meet the health and safety requirements.

Measure, appraise and correct safety performance.

Continually review own responsibilities.

Make sure that the safety and health programme is understood at all levels.

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Ensure that responsibility is properly assigned and accepted at all levels.

Ensure first aid facilities are available.

Act as Chairman for Safety Group/local committee.

Service Manager/Section Head/Team Leader

Carry out the health and safety policy effectively.

Review reports to and from Safety Group and take action to reduce unfavourable trends.

Review accident investigation reports for correct conclusions and ensure that corrective measures have been taken.

Periodically accompany supervisors on inspections to ensure they are being carried out thoroughly, and demonstrate personal interest.

Occasionally check first aid facilities and records.

Ensure that all supervisors are trained sufficiently to be able to carry out their health and safety responsibilities.

Ensure that statutory requirements affecting his/her domain are complied with.

Attend all Safety Group meetings

Ensure that necessary training is assessed and carried out.

Review absences due to accident or injury at work and notify appropriate occurrences to HSE.

Ensure that adequate first aid records are kept, and bring entries to the attention of the appropriate supervisor.

Co-operate with corporate safety staff from the Environmental Health Section to ensure that the requirements of the safety programme are met.

Ensure that protective clothing and equipment is issued to those who require it and maintain necessary records.

Ensure induction programme for new staff is carried out.

Ensure that all defects found in the work place are promptly reported and rectified.

First Line Supervisor

Fully familiarise him/herself with the Authority's safety policy.

Ensure that all persons for whom he/she is responsible are:

- adequately trained and fully aware of any hazard in the department;
- know what to do in the case of fire and know the location of and how to use fire equipment and

- know the whereabouts of first aid assistance.

Continually develop safe practices to ensure safety for all subordinates.

Ensure that adequate supervision is available at all times particularly where young and inexperienced workers are concerned.

Investigate all accidents promptly to discover their cause and eliminate recurrence.

Complete accident/incident report forms.

Make regular inspections of the accident book.

Make regular inspections of his/her workplace.

Ensure that all safety rules are observed and that protective equipment is available and worn where necessary.

Ensure that all/any safety devices are fitted where necessary, are in good working order and properly used.

Ensure that all equipment/machinery is properly maintained and safe to use by frequent inspection.

Maintain good housekeeping within the work place at all times.

Seriously consider any representation about health and safety from other employees.

Liaise with the departmental safety representative on all matters concerning health and safety.

Attend Departmental Safety Group meetings as required.

Familiarise him/herself with the location and use of fire extinguishers.

Be aware of the correct action to be taken in the event of an emergency evacuation of their workplace.

Maintenance Engineer

Ensure that all work necessary in connection with health and safety and safety activities is carried out promptly.

Ensure that statutory requirements in relation to plant and equipment are complied with.

Introduce appropriate "Permits to Work" systems and ensure they are strictly adhered to.

Ensure that any unsafe machine or tool is adequately immobilised.

Staff Representative (without prejudice to the provisions of legislation)

Immediately report to management any hazardous condition.

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Liaise with the supervisor in accident investigation and plant inspection.

Fully familiarise him/herself with the Authority's safety policy.

Attend Departmental Safety Group meetings as required.

Pass on all information gained from various sources to the employees concerned.

Whenever possible promote safe working practices among fellow employees.

Be aware of the correct emergency action to be taken in the event of an accident.

All Employees

Make themselves familiar with and conform to the health and safety programme.

Observe all safety rules at all times.

Wear appropriate safety equipment and use appropriate safety devices.

Conform to all instructions given by supervisors and others with a responsibility for health and safety.

Report all accidents and damage to the supervisor whether or not persons are injured.

Report all hazards to the supervisor safety representatives.