

**Barrow Borough Council**



**CORPORATE PROCEDURE  
MANAGERIAL ARRANGEMENTS FOR HEALTH  
& SAFETY**

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## Introduction

The Health and Safety Managerial arrangements provide a structure for directors and senior managers to use when developing the processes and procedures within their area of responsibility.

### **The Management of Health and Safety at Work Regulations states that:**

*Every employer shall make and give effect to such arrangements as are appropriate, having regard to the nature of his activities and the size of his undertaking, for the effective planning, organisation, control, monitoring and review of the preventive and protective measures.*

*Employees .....take reasonable care of their own health and safety and that of any other persons who may be affected by their acts or omissions at work.*

### **References**

HSG 65 Managing for Health and Safety

BS ISO 45001:2018 Occupational health and safety management systems



## The Organisation

Barrow Borough Council is a local government organisation composed of thirty-six elected Councillors who are voted in during elections every four years. Councillors are democratically accountable to residents of the borough. The overriding duty of Councillors is to the whole community, but they have a special duty to their constituents, including those who did not vote for them.

The Council has people working for it (called 'Officers') who form the paid service of the organization and as part of their role give advice, implement decisions and manage the day-to-day delivery of its services. Some Officers have a specific duty to ensure that the Council acts within the law and uses its resources wisely. A code of practice governs the relationship between Officers and Members of the Council.

The Chief Executive is the head of the paid service with overall corporate management and operational responsibility, including overall management responsibility for all officers and corporate health and safety matters. The Chief Executive also oversees the discharge of the Employer's responsibilities associated with the safety, health and welfare of persons not in the Council's employment who may be placed at risk by the operation of the authority.

These arrangements are set out in detail within the Constitution of the Council and provide evidence that the scheme meets the requirements of the Local Government Act 1972, the overarching legislation for organizations such as Barrow in Furness Borough Council. In general, a delegation by the Council does not imply a parting with authority.

There is delegated to the Chief Executive and to the Directors ("the Officers") all the powers and duties of the Council necessary for the discharge of the Council's functions carried out within the Officer's Directorate or area of responsibility, including day to day management of buildings and services under their control. They are required:

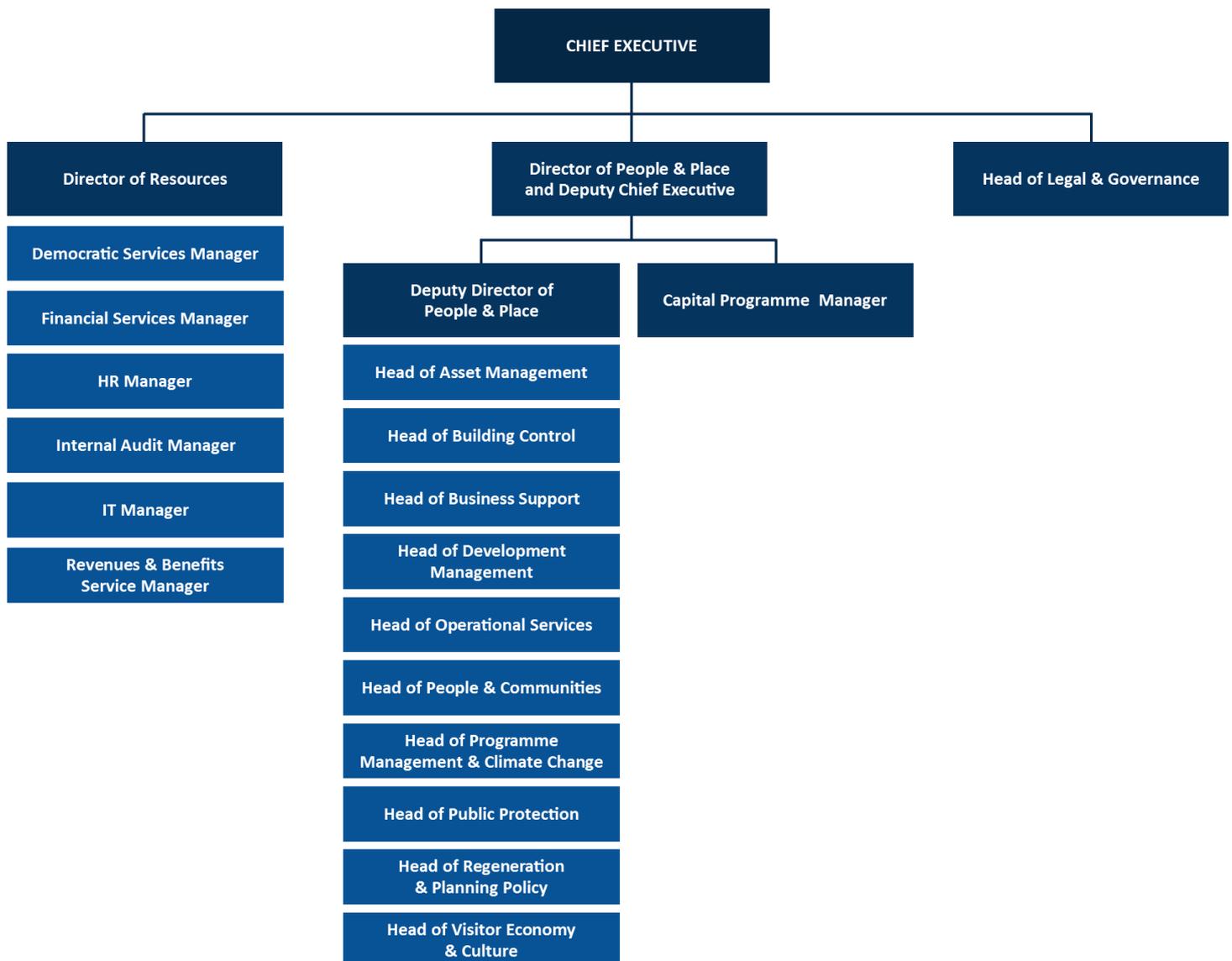
- To take all necessary steps to deliver the services for which they are responsible for to incur revenue expenditure within the Council's budgets, subject to compliance with standing orders, financial regulations and any council policy for the time being in force.
- To manage and deal with all people, welfare, inclusivity and training issues (unless otherwise covered by the Officer Procedure Rules) including making changes within the establishment, within Directorate areas, provided that all decisions are within Council policies and approved budgets and within any general HR management policies and procedures.
- To be responsible for the health, safety and welfare of employees.

The Health and Safety Policy document signed by the Chief Executive sets out in clear terms the standards and expectations of the Council for all those employed when delivering these services.

## Organisation

This section describes the organisational structures within Barrow Borough Council for the management of Health and Safety. It identifies the personnel with responsibilities for ensuring that each area under their control has the appropriate arrangements in place to meet the needs that arise from managing the level of risk arising from activities in these areas.

The chart below shows the high-level structure of the Council, more detailed charts are available that describe the individual departments.



Heads of Service have the authority to develop local processes and procedures that are appropriate for the levels of risk that may arise during the course of their business on behalf of the Council. The local arrangements should be in line with the general framework set out within the current Barrow Borough Council Health and Safety Policy Statement signed by the Chief Executive and follow a risk-based process as set out within the Corporate Procedure for Risk Assessment.



## Leadership and Worker Participation

The Council Health and Safety Policy recognises while responsibility and authority can be assigned, ultimately top management is still accountable for the functioning of the Occupational Health and Safety management system.

For any management system to be effective those who hold the senior positions need to demonstrate leadership and commitment by:

- Taking overall responsibility and accountability for the prevention of work-related injury and ill health, as well as the provision of safe and healthy workplaces and activities,
- Ensure the OH&S policy and related OH&S objectives are established and are compatible with the strategic direction of Barrow Borough Council,
- Ensure the OH&S management system requirements are integrated into other business processes,
- Ensure the resources needed to establish, implement, maintain and improve the OH&S management system are available;
- Communicating the importance of effective OH&S management and of conforming to the OH&S management system requirements;
- Ensure the OH&S management system within their area of responsibility achieves its intended outcome(s),
- Directing and supporting persons to contribute to the effectiveness of the OH&S management system,
- Ensure continual improvement is promoted whenever possible;
- Supporting members of their team in demonstrating leadership as it applies to their areas of responsibility,
- Developing, leading and promoting a culture across Barrow Borough Council in order to support the intended outcomes of the OH&S management system;

At a personal level all employees of Barrow Borough Council are expected to;

- Comply with health and safety legislation, safe systems of work and procedures at all times whilst at work and conduct themselves in such a manner so they or others are not put at risk by their activities, actions or omissions.
- Co-operate with supervisors and managers on all matters affecting health, safety and wellbeing at work.
- Only use machinery and equipment, which they have been authorised, have been fully instructed as to its safe use and have received suitable training.



Employees must ensure that all plant and machinery is suitably guarded during use.

- Wear the necessary protective clothing or use safety equipment provided by management. This may require training and instruction in its correct use. Employees will face disciplinary action for not adhering to safe working procedures, misusing or failing to use safety equipment correctly.
- Report hazards, defects or potential risks affecting the health safety or welfare of themselves or others to their supervisor or manager immediately.
- Report all accidents and incidents (i.e. near- miss, violence, racial and hate related) occurring in their area of work including cases of work-related ill health to their manager/supervisor immediately, following the correct reporting process. Employees may be involved in the investigation and any remedial actions required arising from this process.
- Keep up to date with health and safety policies, procedures, guidance and other safety documents as required by their manager.
- Be encouraged to take an active interest in promoting health and safety and feel empowered to make suggestions to their manager which may reduce risk, improve the health and safety standards or the wellbeing of employees or anyone affected by the work of the Council.

## Planning

Planning is not a single event, but an ongoing process, anticipating changing circumstances and continually determining risks and opportunities, both for the workers and for these managerial arrangements.

The process for determining occupational health and safety risks and potential opportunities for improvement is risk assessment.

Risk assessment identifies hazards or things that can cause harm or damage and evaluates their potential severity and likelihood of occurrence. This process produces control measures in the form of things we do or things we have to manage.

Occupational health and safety legislation also requires risk assessments to be carried out in order to be able to demonstrate that the risk to people is as low as is reasonably practicable and that suitable and sufficient arrangements are in place.

This places a requirement on the organisation to maintain documented information on risks and opportunities and the processes and actions needed to determine and address these to the extent necessary to have the confidence that they are being carried out as planned.

In the case of planned changes, permanent or temporary, risk assessment should be undertaken before the change is implemented.

Heads of Service will be responsible for ensuring suitable and sufficient risk assessments have been carried out for their areas to cover all risks to the health, safety and welfare of staff and any other persons who may be affected (such as visitors, customers etc.).

They must also ensure that they implement the documented control measures in order to reduce these risks and review these on an ongoing basis.

The Corporate Procedure for risk assessment details how these assessments are to be carried out, what they should consider and how the outcomes are to be implemented.

Heads of Service will develop health and safety objectives that ensure performance is being continually monitored, improvements are being made where opportunities arise and that appropriate resources are provided to achieve these objectives. These will be communicated to all personnel within each department along with actions to be taken.



## **Support**

To ensure the arrangements for occupational health and safety management are able to function effectively, Barrow Borough Council provide resources internally and where required from external sources.

Heads of Service are expected to ensure controls identified within the risk assessments for their area of responsibility are costed within their budget proposals.

## **Training and Competence**

Heads of Service will ensure all levels of staff within their area of responsibility receive appropriate and relevant information, instruction and training to support the legal requirements affecting their activities, the arrangements for health and safety and the maintenance of a competent workforce.

Accurate records of employee training should be maintained and refresher sessions provided in a timely manner.

Each department should maintain a suitable induction process for all staff and others who may provide services or support.

The induction process is designed to make people aware of the general health and safety arrangements within the council as well as their specific area of work. During the induction individuals should be supplied with the relevant information they need in order to work without risk to their safety or health. Individual needs for the issue of personal protective equipment should be addressed along with additional familiarisation, instructions or training that may be required.

## **Communication & Awareness**

Effective communication and consultation between management and staff is a key factor in ensuring the health, safety and welfare of all employees as well as identifying opportunities for improvement. How this is achieved rests with the Heads of Service and their support teams.

The communication process(es) established by the Heads of Service should provide for the gathering, updating and dissemination of information across their area of responsibility.

The arrangements should ensure that relevant information is provided, is received and is understandable to all relevant workers and interested parties.

## **Health and Safety Advice and Support**

Support for Heads of Service is provided in the form of internal and external health and safety advisors and safety practitioners who will provide assistance as required.

## Operation

The risk assessment process produces control measures and for many areas of the Council activities these should be incorporated into working processes for example:

- The use of procedures and systems of work such as permits,
- Carrying out checks to confirm the competence of workers,
- Establishing preventive or predictive maintenance and inspection programmes,
- Compiling specifications for the procurement of goods and services,
- Applying legal requirements and other requirements, or manufacturers' instructions for equipment,
- The use of engineering and appropriate administrative controls to provide assurance the goods and services received match specification and expectations,
- Where necessary defining how work should be organised and the processes to be followed.

When reviewing procedures used, the hierarchy of hazard control should be implemented. The following are examples to be considered during any review:

- Elimination: removing the hazard; using drones for roof inspections, reach-wash systems for window cleaning, stopping the use of hazardous chemicals, applying ergonomic approaches when planning new workplaces
- Substitution: replacing the hazardous materials with less hazardous, changing to answering customer complaints with online guidance, combating OH&S risks at source, adapting to technical progress (e.g., replacing solvent-based paint by water-based paint; changing slippery floor material; lowering voltage requirements for equipment).
- Engineering controls: reorganization of work, or both: isolating people from hazards, implementing collective protective measures (e.g., roof netting, isolation, machine guarding, ventilation systems); addressing mechanical handling, reducing noise, protecting against falls from height by using guard rails, reorganizing work to avoid people working alone, unhealthy work hours and workload, or to prevent victimization.
- Administrative controls including training: conducting periodic safety equipment inspections, conducting training to prevent bullying and harassment, managing health and safety coordination with subcontractors' activities, conducting induction training; administrating forklift driving licences, any changes to certification, providing instructions on how to report incidents, nonconformities and victimization without fear of retribution, changing the work patterns (e.g. shifts) of workers, managing a health or medical surveillance programme for workers who have been identified as at risk (e.g. related to hearing, hand-arm vibration, respiratory disorders, skin disorders or exposure); giving appropriate instructions to workers (e.g. entry control processes).
- Personal protective equipment (PPE): providing adequate PPE, including clothing and instructions for PPE utilization and maintenance (e.g., safety shoes, safety glasses, hearing protection, gloves).



## Performance Evaluation

It is an essential feature of any management system that regular evaluation of performance takes place in order to determine the effectiveness of the processes and procedures in use.

Heads of Service should develop systems that may include a programme of checks, routine inspections, audits and monitoring as a means of providing assurance that suitable controls are in place and working effectively.

Inspections are the simple checks that are made to verify the things that need to be in place are there and working. The frequency of inspections can be daily, weekly, monthly or annually.

Audits are a more in-depth review of an aspect of the safety management arrangements that need more preparation and produce a report. The frequency of audits can be quarterly, every 6 months or annually.

Heads of Service should monitor the effectiveness of the programme by carrying out a periodic review in order to identify trends and unsafe practices and to consider opportunities for the development of improved procedures. The reports or minutes from such review meetings should be communicated to all members of the team and to the Director for People and Place.

## Improvement

Health and safety management systems along with legislation are not to be considered as entirely prescriptive. They are written with the intention of being goal setting. Heads of Service should ensure that continuous improvement is a feature of their management system that looks for opportunities for improvement and where these arise implementing the necessary actions.

Within each area there should be processes for reporting such items as non-compliance of a procedure, hazard or near miss reporting, incident and accident reporting.

All reports must be treated seriously and followed up with an appropriate investigation, corrective actions and monitoring of the close out of actions.