



HEALTH AND SAFETY MANAGEMENT AT BLACKBURN GOULD AND ASSOCIATES

Introduction

This document sets out the organisation's strategic approach to Health and Safety management. It contains the Statement of Intent that outlines the organisation's commitment towards Health and Safety and describes the associated organisational responsibilities and arrangements in place to ensure this intention is implemented and monitored.

The management system is subject to regular revision, updating and improvement in accordance with changes in duties and responsibilities, process and practices, systems of work and other aspects of the organisation's activities.

Furthermore, it will be supported and promulgated by the development of a three yearly Health and Safety Strategy and associated Action Plan.

SECTION 1
RESPONSIBILITIES
MANAGEMENT LEADERSHIP, COMMITMENT AND ACCOUNTABILITY

To ensure a high standard of health and safety performance is achieved and maintained at Blackburn Gould and Associates there is the need to:

- Ensure effective *Leadership and* clear lines of *Responsibility*
- Have clear *Authority and Accountability*
- Set comprehensive *Health and Safety Standards*
- Monitor performance through *Audit*

The key element of this is therefore the need to embed health and safety in the overall organisational structure of Blackburn Gould and Associates.

This section sets out the health and safety responsibilities on staff at all levels at the organisation.

1. THE BOARD OF DIRECTORS

- 1.1. Have the ultimate and corporate responsibility for health and safety within the organisation.
- 1.2. Will ensure that they receive sufficient information on the status of the organisation's health and safety management system to satisfy themselves that all statutory requirements are being met. To this end they will:
 - 1..1.1. Require an annual health and safety report to be produced by the Health and Safety Officer.
 - 1..1.2. Be notified of any accident or incidents carrying major risk to health and safety, any enforcement action taken by the enforcing authorities, and of any subsequent action taken in relation to these.
- 1.3. While statutory compliance will be accepted as a minimum standard, the Board of Directors will ensure that the organisation demonstrates that it is striving towards best possible health and safety practice.

2. THE EXECUTIVE DIRECTOR

- 2.1. As the principal executive officer the Executive Director has overall responsibility for health and safety management within Blackburn Gould and Associates and the implementation of its health and safety policy.
- 2.2. Responsible for ensuring that an effective policy and system for health and safety management exists and is implemented, maintained and regularly reviewed.
- 2.3. Ensures that key personnel in the health and safety management structure and safety management system know and accept their responsibilities and have received the necessary information, instruction and training to discharge these responsibilities competently.
- 2.4. Responsible for ensuring that the Board of Directors is adequately appraised of the organisation's health and safety performance.
- 2.5. Receives an annual report from the Health and Safety Officer on the safety performance of the organisation against its policy and of any difficulties in achievement.
- 2.6. Is responsible to the Board of Directors for ensuring that the organisation discharges all the employers or occupiers duties under health and safety legislation.
- 2.7. Advises the Board of Directors of the resources required to comply with statutory requirements or any difficulties that have arisen which cannot be dealt with satisfactorily at a lower level.

- 2.8. Requires necessary health and safety improvements to be identified and planned for by Directors in an annual programme.
- 2.9. Ensure that adequate communications are established and maintained to promulgate information regarding health and safety.
- 2.10. Encourages good safety practice as an integral part of office culture.

3. DIRECTORS

- 3.1. Demonstrate senior level commitment to health and safety.
- 3.2. Provides oversight of the implementation and development of the organisation's Health and Safety Policy and associated Standards and Guidance.
- 3.3. Ensures co-ordination and consistency of health and safety policies and practices across all Blackburn Gould teams.
- 3.4. Identifies and recommends areas for improvement, their priorities and for planning their development.
- 3.5. Ensures the organisation at all levels receives competent health and safety advice.
- 3.6. Manages the monitoring and review of the health and safety performance of the organisation, and its various teams.
- 3.7. Ensures that all staff are properly consulted on health and safety matters and that their concerns reach the appropriate level.
- 3.8. The Centre Manager acts with the Executive Director's delegated authority to:
 - 3.8.1. Bring to the Executive Director's attention matters requiring approval or decision (to include significant risks).
 - 3.8.2. Provide leadership and support to the Health and Safety Officer.
 - 3.8.3. Promote and support consultation with employee representatives as Chair of the Organisation's Health and Safety Committee.
 - 3.8.4. Ensure that any changes in working arrangements that have significant implications for Health and Safety are brought to the attention of the Directorate.
 - 3.8.5. Ensure the Directorate understands what is happening 'on the ground'.
 - 3.8.6. Communicate on behalf of the organisation with external agencies in matters of health and safety.

4. TEAM LEADERS

- 4.1. Demonstrates senior level commitment to health and safety.
- 4.2. Responsible for the health and safety management of their teams within its full range of activities.
- 4.3. Implements the Health and Safety Policy within their teams including compliance with Health and Safety Standards and accepted safe practice.
- 4.4. Establishes their teams own Health and Safety organisational arrangements that distil the principles of Blackburn Gould and Associates Health and Safety Policy into that which is clear, relevant and sufficiently detailed.
- 4.5. Determines the health and safety risks within the activities of the teams and that they are adequately assessed and managed.
- 4.6. Advises the Directorate on matters of significant concern that they cannot deal with or that is outside their area of authority.
- 4.7. Ensures that staff are involved in matters that may affect their health and safety matters and participate in its planning and development
- 4.8. Ensures access and reference to competent health and safety advice and guidance.
- 4.9. Provides information, instruction and training for all staff, and as appropriate for students and visitors, to the extent

necessary to reduce risks to their health and safety.

- 4.10. Develops appropriate health and safety competence at all levels within their teams.
- 4.11. Provides adequate supervision and monitoring of staff, learner activities and visitors so as to ensure the health and safety of all concerned.
- 4.12. Provides safe and healthy workplaces for use by staff and students, working in conjunction with the central support services.
- 4.13. Provides materials and equipment for use by staff and students in the course of the team's activities that is in safe and healthy condition.
- 4.14. Monitors the effectiveness of health and safety performance within their team and in its full range of activities.
- 4.15. Monitors workplace standards and adverse incidents (accidents and hazards) ensuring positive action taken to improve so far as practicable.
- 4.16. Provides sufficient resources of training, time and managerial support to those given specific tasks to assist in the management of health and safety.
- 4.17. Integrates health and safety considerations into decision making and the planning of new and changed activities and workplaces.
- 4.18. Ensure that suitable and sufficient risk assessments of the risks to the health and safety of staff, students and others are:
 - 4.18.1. Carried out and recorded
 - 4.18.2. Relevant identified control measures are implemented and continue to be effective
 - 4.18.3. Reviewed, updated and shared
- 4.19. Ensure that all necessary safety instruction, training and retraining is carried out within their area of responsibility.
- 4.20. Ensure all staff and students within their remit have a level of supervision that is appropriate to their activity
- 4.21. Will ensure participation arrangements are in place for staff on matters of health and safety.
- 4.22. Will ensure that in all areas under their control a programme of workplace inspections are carried out.
- 4.23. Investigate all accidents, incidents or near misses concerning health and safety with the view to identifying the cause(s) and preventing a recurrence.
- 4.24. Be proactive in stimulating knowledge, interest and enthusiasm for health and safety amongst staff and students.

5. ALL STAFF

- 5.1. Take reasonable care whilst at work for their own health and safety and for that of others who may be affected by their acts or omissions.
- 5.2. Co-operate with the organisation, their Executive Director and any officer of the University on health and safety matters.
- 5.3. Comply with local and Blackburn Gould rules and guidance relating to health and safety matters.
- 5.4. Not misuse or damage safety equipment provided by the organisation.
- 5.5. Assist in the maintenance of safety standards by reporting shortcomings or faults in buildings, services, equipment or procedures and practices.
- 5.6. Report all accidents, including near misses that occur to them, encouraging others to do the same and reporting accidents on behalf of other members of staff or students if appropriate.
- 5.7. Participate in health and safety training as has been agreed to be appropriate. Co-operate as individuals in the achievement of the organisation's safety goals.

6. STUDENTS

- 6.1. Through their 'duty of care' have a responsibility to take reasonable care of the health and safety of themselves and others by their acts and omissions.
- 6.2. Treat staff, their co-students and other members of the organisation with regard for their safety and well-being.
- 6.3. Co-operate with the organisation as far as is necessary to enable any duty or statutory requirement to be performed or complied with. This will include complying with safety instructions given by staff or participating in exercises such as fire drills.
- 6.4. Report all accidents, incidents, including near misses and hazardous circumstances to their tutor or to a responsible person within the university. This should be done by using the established reporting arrangement within their team.
- 6.5. Not attempt to operate machinery or use substances until they have received instruction on safe methods and have demonstrated their competence to their tutor or the technical staff for the area.
- 6.6. Undertake any health and safety training and induction required by the organisation.
- 6.7. Have a legal duty not to interfere with anything provided for safety purposes. This will include personal protective equipment, window restraints, machinery guards, barriers, cones, signs, fire alarms and extinguishers etc.
- 6.8. While in the office, students are responsible for the actions of their visitors and must ensure the requirements of the organisation's Health and Safety Policy are met.

7. HEALTH AND SAFETY OFFICER

- 7.1. Provide specialist advice and guidance to the Director and the Directorate on relevant legislation and implementation of the organisation's Health and Safety Policy.
- 7.2. Advise and support Executive Director, staff and individuals on health and safety issues.
- 7.3. Internal liaison with team leaders responsible for health and safety related functions
- 7.4. Responsible for developing and putting into effect a organisation health and safety policy.
- 7.5. Formulate and promote relevant standards and supporting guidance to comply with health and safety legislation.
- 7.6. Sets targets to improve health and safety and benchmark the organisation's performance against others in the sector.
- 7.7. Monitor health and safety management and performance of the organisation.
- 7.8. Investigate accidents and dangerous occurrences, as appropriate.
- 7.9. Liaise with health and safety enforcement authorities (HSE, Local Authority and Fire and Rescue Service).
- 7.10. Liaise with staff representatives on health and safety matters.
- 7.11. Promote and provide health and safety training.
- 7.12. Monitor reports of accidents and incidents to identify issues and solutions.

SECTION 2

Health and Safety Committee

The Health and Safety Committee is constituted as a partnership between managers, staff and students whose purpose is to assist the Blackburn Gould and Associates Directors, discharge their duties as specified in the Health and Safety at Work etc Act 1974 and the organisations' Health and Safety Policy.

It is management's responsibility to take executive action and to have adequate arrangements for regular and effective checking of health and safety precautions, and for ensuring that the declared health and safety policy is being fulfilled.

The role of the committee is to assist management with their role, but not to assume management's responsibilities.

8. Terms of Reference:

- 8.1. To monitor and review the operation of the Blackburn Gould and Associates Health and Safety Policy, making recommendations to management.
- 8.2. To study on regular basis accidents, incidents of reported violence and notifiable disease statistics and trends, make reports to management, and make recommendations for corrective action.
- 8.3. To examine Health and Safety audit reports and recommend action to management.
- 8.4. To consider reports and factual information provided by the Health and Safety officer, and inspectors of the enforcing authority appointed under the Health and Safety at Work etc Act 1974.
- 8.5. To consider reports which safety representatives may wish to submit.
- 8.6. To assist with the development of Blackburn Gould safety rules and safe systems at work, the planning of health and safety training, and to monitor effectiveness;
- 8.7. To monitor the adequacy of health and safety communication in the work place.

9. Reporting Mechanism

The Chair of the Committee will raise recommended actions at Senior Management Team (SMT) meetings, and report to Corporation on a yearly basis.

Frequency of Meetings

There will be at least one full committee meeting per quarter. Extra meetings will be arranged if needed

10. Health & Safety Committee Membership

Executive Director

Curriculum team leaders

Health and Safety Officer

2 Student Safety Representatives

SECTION 3

HEALTH AND SAFETY COMMUNICATIONS AND INFORMATION

This section sets out the way that Blackburn Gould and Associates aim to communicate with regards health and safety. It outlines the methods and the frequencies that will be used to achieve these aims in an effective and efficient way. It also sets out the mechanism in place for ensuring staff are provided with health and safety information.

Communication Objectives

- To actively improve the way in which the Organisation communicates with regards health and safety
- To support the effective implementation of the organisation's health and safety policy, strategy and associated action plans
- To support the engagement of all teams in health and safety by setting out the means for developing and implementing a range of internal communication mechanisms
- To identify and develop health and safety campaigns aimed at increasing overall staff and student participation

Target Audiences

The groups of people who will require to be communicated with include, but are not limited to:

Internal

- Team leads
- Staff
- Students
- Visitors
- Contractors

External

- Sector
- Enforcing agencies and
- Relevant focus groups

Communication Principles

To ensure a consistent style and approach health and safety communication will strive to be:-

- In plain language that is understandable by all
- Clear and will avoid the use of unnecessary jargon and not knowingly use acronyms
- In an appropriate tone and format that is positive, courteous and helpful, and that uses images to explain involved concepts
- Encouraging in seeking clarification and welcoming when receiving constructive feedback and criticism
- In the most appropriate media for conveying the information, e.g. email, telephone, face to face meetings, posters, newsletters, web links, campaigns, etc.

Health and Safety Information

In line with Health and Safety Legislation all employees must be given information "Health and Safety Law; what you need to know" prescribed by the Health & Safety Executive either in leaflet form or it must be readily available to be read from a poster. In addition to the leaflets each office displays a poster in buildings.

The table that follows illustrates the specific communications that the organisation will deliver. This includes the type of communication, the audience, the format and the frequency.

Topic Examples	Target Audience	Communication Media	Frequency
Health, Safety and Fire Policy, Standards and supporting Safety Guidance to include updates/revisions	All Staff	<ul style="list-style-type: none"> Email to all staff. 	As required
Health and Safety Information and Bulletins	All Staff	<ul style="list-style-type: none"> Email to all staff. 	As required
Health and Safety advice and guidance (general and specific)	All Staff (and students as appropriate)	<ul style="list-style-type: none"> Face to Face individual and meetings Email Telephone Health and Safety web page FAQs 	As required
Health and Safety Training	All Staff (and students as appropriate)	<ul style="list-style-type: none"> Face to Face Online 	As required
Accident Investigations	Person responsible for injured person / work activity	<ul style="list-style-type: none"> Face to Face Email Telephone 	Following accident investigation, as required

SECTION 4 TRAINING AND COMPETENCE

To support teams in developing health and safety competence in their staff, Blackburn Gould and Associates has a Health and Safety Training Programme.

The Health and Safety Training Programme identifies training which is both statutory and mandatory for staff to attend. Statutory training is classified as training which is a legal requirement under health and safety law. Whereas, mandatory training is defined as training which is a requirement of Blackburn Gould and Associates.

The organisation's Health and Safety Training Programme will ensure that:-

- The training needs analysis of staff groups has been identified and is targeted accordingly – clearly identifying those to which mandatory attendance is required.
- The identification of the frequency for refresher training, and the method of delivery e.g. face to face, e-Learning, cascade training etc.
- All training courses are supported by course descriptors to provide sufficient information to delegates in terms of course aim and objectives.
- All courses are evaluated so as to continually improve and identify health and safety training need, value, and effectiveness.

All teams will ensure that:-

- Arrangements are in place for any specialised training which is outside the scope of this central Health & Safety Training Programme. For example, specialist training in the safe use of dangerous machinery, the safe use of ladders and step ladders, and the safe use and handling of gas cylinders.

SECTION 5

MONITORING OF HEALTH AND SAFETY PERFORMANCE

Monitoring of compliance with legislation and Blackburn Gould Health and Safety Standards is regularly undertaken. This is required to ensure a consistent approach and promote continual improvement throughout the organisation.

There are a range of processes in place to monitor performance:

- **Workplace Inspection** – scheduled inspections of offices and delivery rooms are undertaken in accordance with Health and Safety Standard
- **Safety Sampling** – The Health and Safety officer visits parts of the premises on a random basis to check that the expected health and safety standards are being met.
- **Audit** – Conducted by the Executive Director and the Health and Safety officer to a pre-planned programme, utilising standard audit protocols. Subsequent Reports are provided to the teams on their performance, along with an Action Plan to ensure implementation of any identified improvements. A programme of monitoring completion of actions is implemented and agreed. To assist teams in preparing for their audit the Health and Safety officer will provide advice when requested.
- **Health and Safety Review** – The Executive Director annually reviews the organisation's health and safety position (using reports from inspections, audit, trend analysis and so on) to assess progress and implement action plans.
- **Statistics** – Trend analysis and sector benchmarking of workplace accidents, incidents and work-related ill health so as to define, measure and compare patterns and progress in health and safety practice.
- **Health and Safety Key Performance Indicators** – In conjunction with the three year *Health and Safety Strategy* and associated *Action Plan* the organisation has established a series of KPIs. These indicators seek to actively measure its improvement in health and safety performance across a range of areas:-
 - Health and safety leadership and competence
 - Staff and staff engagement
 - Compliance with Organisations' Health and Safety Standards
 - Behaviour in key safety activities e.g. fire and construction
 - Accidents and ill health

SECTION 6

ACCIDENT REPORTING, INVESTIGATION AND MONITORING

The organisation requires all its staff, students and visitors report accidents and nearmisses that occur when at the main site or otherwise involved in its activities.

To support the teams in ensuring the reporting and investigation of accidents the organisation has a Health and Safety Accident Report Form and supporting Health and Safety Accident Reporting Investigation Standard and Guidance

The Accident Reporting, Investigation and Monitoring ensures that:

- All accidents, however small, which happen to organisation staff or students engaged in organisation activities - or which happen to anyone on organisation premises - are reported.
- Prompt action is taken to control risks appropriately in the aftermath of an accident
- Person(s) having accident receives treatment from first-aider etc if/as appropriate.
- Where ill health is attributed to work/work activities these are reported as accidents.
- Accident Report Forms are readily accessible through electronic reporting or where this is not practicable the form is readily downloadable.
- All accidents are investigated in accordance with the organisation's accident investigation protocol, Health and Safety Accident Investigation Guidance

A detailed account of accidents / incidents may be prepared for the purpose of litigation and/or seeking legal advice and this may be carried out before, during or after the production of a Health and Safety Accident/Incident Investigation Report.