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Part I Statement of Intent

Brent Housing Partnership (BHP) is constantly striving to improve standards of health, safety and welfare at work. As employees managing the council's housing stock we embrace the challenge to lead by example to stimulate higher standards.

We will aim to achieve continuous improvement in standards through the setting of objectives and targets. Compliance with the Health and Safety at Work etc Act 1974 and associated regulations will be considered to be the minimum acceptable standard.

People are our most important asset and, as such, higher standards of Health and Safety and employee welfare must be an integral part of our improving performance. Our Health and Safety Policy is consistent with and complements council policies which aim to improve our performance and the quality of life in Brent e.g. corporate environmental policy, achieving best value services, promoting community safety, supporting business, and creating a modern well-managed authority.



We recognise that Health and Safety is a prime responsibility of directors, senior management, line managers and supervisors who have direct responsibility for activities and employees under their leadership. And that this duty extends to ensuring residents and visitors should enjoy safe and healthy access to, and use of, all council services and facilities.

To ensure, so far as is reasonably practicable, the health, safety and welfare of its employees, contractors and other persons who may be affected by its activities, Brent Housing Partnership will:

- Provide plant equipment and work procedures that are safe
- Provide a safe place of work, a healthy working environment and adequate welfare arrangements
- Provide clear and relevant information relating to health and safety for all employees
- Provide appropriate instruction, training and supervision which enable all employees to work safely and carry out their duties and responsibilities under the Health and Safety Policy
- Establish effective consultation procedures which allow all employees to be involved in the development of Health and Safety policies, procedures and their implementation
- Provide adequate and appropriate resources to implement the policy, including the provision of competent Health and Safety assistance
- Review its policy and management systems e.g. as part of its annual review, and regularly audit compliance
- Take whatever other measures may be necessary to ensure the health, safety and welfare of those who work for BHP, live in or visit its premises and are affected by its work activities.

BHP's Health and Safety Policy refers to all of its offices, workplaces and establishments.

Helen Evans

Helen Evans
BHP's Chief Executive

1 September 2009

Part 2 Organisation

2.1 Health and safety will be managed by using Brent Housing Partnership's existing management systems where possible.

Details of BHP's organisational arrangements for health and safety, including the responsibilities of particular posts, are given below and an organisation chart is shown in Part 5.

Brent Housing Partnership Health and Safety Organisation

2.2 Brent Housing Partnership

BHP is defined in law as the employer and therefore is the body that has overall responsibility for the Health and Safety Policy and its implementation. The responsibility is discharged through the following organisational arrangements.

2.3 The Chief Executive will:

- Have overall responsibility for the implementation of BHP's Health and Safety Policy
- Sign the BHP Health and Safety Policy Statement to demonstrate commitment at the highest level
- Promote a positive health and safety culture across BHP and ensure that health and safety is ranked with equal importance to other management responsibilities
- Ensure that adequate and competent health and safety advice and assistance is available to all employees
- Receive any exceptional reports on urgent or critical health and safety issues requiring an executive decision
- Approve budgets which include sufficient resources to enable health and safety risks to be controlled
- Receive an annual review of health and safety performance and agree the BHP health and safety action plan.

2.4 Directors will:

Exercise overall control within their area of responsibility to ensure compliance with health and safety legislation and BHP's policy. In particular they will ensure that the following are carried out.

- Motivate their managers to discharge their health and safety responsibilities and maintain a record of the arrangements
- Provide sufficient resources to fulfil the health and safety responsibilities of each service area
- Arrange for a suitable and sufficient assessment to be made of the risks to the health and safety of employees and others who may be affected by the work of BHP's service areas. Ensure this assessment is documented and an action plan is produced to ensure any unacceptable risks are removed



- Arrange for systems of work to be developed which are safe and which include a description of the task, safe working procedures, maintenance procedures, information on hazards and emergency procedures
- Ensure new installations, workstations, equipment and substances are assessed for health and safety compliance before they are purchased, installed or brought into use
- Ensure contractors are assessed for health and safety competence before being employed by BHP and once employed, are made aware of their health and safety responsibilities, duties and liabilities and are required to produce method statements, risk assessments and are adequately supervised
- Ensure BHP's Health and Safety Officer is consulted in good time regarding health and safety matters.

2.5 Managers will:

- Ensure BHP's Health and Safety Policy is implemented within their service area. Implementation will include clearly defined health and safety arrangements and responsibilities of all levels of staff
- Ensure that there are adequate and effective arrangements in place for consulting all employees within their service areas on matters that affect their health and safety. These should include health and safety as a standing team meeting agenda item

- Ensure that should a violent incident/assault report form together with an accident report form are completed and sent to BHP's Health and Safety Officer within 48 hours of the incident occurring
- Promote a positive health and safety culture within their service areas e.g. ensure they are represented at the BHP Health and Safety Committee
- Monitor the area's health and safety performance e.g. by arranging regular workplace health and safety inspections, ensuring workstation assessments and work activity risk assessments are carried out, regularly reviewed and forwarded to the Health and Safety Officer.
- Ensure all employees report all accidents, dangerous occurrences and near-misses on the BHP accident report form and this is forwarded to the Health and Safety Officer as soon as possible after the accident. Ensure all accidents are investigated without delay
- Arrange for a suitable and sufficient assessment of the risks associated with any proposed new projects or services to be carried out in consultation with employees prior to these projects/services being introduced
- Receive and produce any exceptional reports on urgent health and safety issues requiring a decision from BHP's Health and Safety Officer
- Allocate sufficient resources to fulfil their service area's health and safety responsibilities
- Commission the design of a health and safety management system for the service area and communicate it to employees. This will include safe working procedures, systems for assessing and controlling risks and for monitoring health and safety performance e.g. health and safety inspections
- Be responsible for employees and activities under their control and will ensure that the requirements of BHP's Health and Safety Policy are complied with. In particular, they will, where appropriate, undertake suitable and sufficient risk assessments and ensure that adequate measures are taken to minimise the health and safety risks to the employees under their control and to any other persons who may be affected by work carried out by these employees
- Ensure action is taken to resolve any situations that may adversely affect the health and safety of employees or other persons. When possible rectify any problem within their own resources or see it raised with BHP's Health and Safety Officer and senior management
- Ensure that all employees under their control are given adequate information, instruction, training and supervision to carry out their duties safely and competently, paying particular attention to new, inexperienced employees and trainees
- Ensure all staff, particularly new staff, are familiar with the fire and evacuation procedures and also the arrangements for first aid
- Maintain records of the training undertaken by the employees who report directly to them and ensure that the human resources team is also given details
- Ensure that all plant and work equipment provided is suitable, properly maintained and necessary tests and examinations have been carried out
- Develop safe systems of work and ensure that they are implemented.



2.6 Employees will:

- Take reasonable care for the health and safety of themselves and for those other persons who may be affected by their acts or omissions
- Report accidents, incidents and near misses with the potential for injury or damage to their line manager immediately
- Report any incidents of abusive or threatening behaviour or actual physical violence immediately to their line manager and complete the violent incident/assault report form
- Report hazardous situations, defects found in work places, plant and equipment etc to their line manager immediately
- Attend health and safety training as necessary
- Report loss of, or damage to, their personal protective equipment
- Exercise reasonable standards of housekeeping and hygiene
- Co-operate with their managers and colleagues in matters relating to BHP's Health and Safety Policy and procedures.

2.7 Brent Housing Partnership's Health and Safety Officer will:

- Discharge the functions delegated by the Chief Executive
- Develop strategies for promoting a health and safety culture e.g. by integrating the management of health and safety into general organisational management practices
- Undertake responsibility for reporting accidents and violent incident/assaults to the Health and Safety Executive, in accordance with the requirements of the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 1995 and any associated amendments



- Accept reports from officers on health and safety matters
- Provide information to facilitate the participation in and scrutiny of BHP's Health and Safety Policy
- Budget for the provision of competent health and safety advice and assistance appropriate to the size and complexity of BHP
- Co-ordinate a complementary programme of work by the BHP's occupational health contractor and its external partners in delivering improved workplace health and safety
- Arrange representation of BHP and its employees at relevant council Health and Safety Committees
- Investigate accidents, identify any defects and make recommendations for any necessary remedial action
- Carry out monitoring and auditing as necessary to ensure that inspections, risk assessments etc are being carried out consistently across BHP
- Advise on the implementation of new Health and Safety legislation, enhanced working practices etc
- Raise any potentially serious unresolved and ongoing health and safety issues with the directors
- Regularly report to the Personnel and Remuneration Sub-Committee on accident trends
- Coordinate health and safety training
- Prepare a quarterly report to the Service Delivery Sub Committee regarding health and safety issues within BHP
- Prepare the annual review of health and safety performance
- Train and assist managers across in completing health and safety risk assessments
- Maintain central record of all health and safety documentation and/or understanding where other team documentation and records are stored.

2.8 Brent Housing Partnership's Occupational Health Contractors will:

- Provide the contracted service including advice on medical and health assessments, pre-employment assessments, risk assessment advice and health promotion events etc
- Liaise with the BHP Health and Safety Officer to coordinate a complimentary programme of work.

2.9 Other officers with special responsibilities

The implementation of BHP's Health and Safety Policy depends on the contribution of members, officers and volunteers. In particular the following appointed persons assist with implementation:

- First-aiders
- Fire wardens
- Designers of buildings

2.10 Safety representatives will:

- Represent employees in consultation with management on issues of health and safety
- Be valued by BHP as having an important role in achieving employee involvement and in creating and sustaining a positive health and safety culture within the organisation. In addition to their role representing employees, BHP recognises that safety representatives have a number of other functions (set out in the Safety Representatives and Safety Committees Regulations), which they are entitled by law to exercise.

2.11 Safety committees

Brent Council has established a Corporate Health and Safety Committee whose purpose is to:

- Scrutinise the council's Health and Safety Policy and its implementation
- Provide a consultative forum for employees on health, safety and welfare matters.
The constitution and terms of reference of the committee can be found on the council's intranet site.

Part 3 Arrangements

Brent Housing Partnership will draw up its own arrangements for the management of health and safety risks based on its risk assessments and Brent Council's corporate health and safety standards and guidance. The standards are made available to all employees on the intranet.

3.1 Implementation strategy

BHP has adopted the Health and Safety Executive's 'Successful Health and Safety Management (HSG 65)' approach to developing and implementing a robust health and safety system that controls risks and protects its employees and others from harm. We will be building on the strength of the strategy adopted through:

- Regular health and safety audits of all service areas
- Regular health and safety office inspections
- Provision of health and safety equipment
- Provision of specialist training programmes e.g. lone working, fire safety, first aid etc
- Procurement of competent health and safety advisory service.



BHP has decided to prioritise the following measures that best complement the council's strategy for improving the borough. These are:

- Visible signs from the senior management team that health and safety is a performance management priority
- Empowering managers and employees to improve health and safety standards in their own service areas by increasing employee competence through training etc and improving management performance in areas such as risk assessment and accident investigation
- Integrating the management of health and safety into new and existing performance measurement and management systems such as BHP employee appraisal, service operation plans, objectives, targets etc
- Improving communication on health and safety by improving the accessibility of BHP's policies and arrangements supported by Brent Council's health, safety and licensing technical standards etc. This will be done via the internet and by whatever other communication vehicles are required to promote positive health and safety messages
- Improving co-operation by gaining increased participation of employees and their representatives in raising workplace health and safety standards e.g. at the Health and Safety Committee
- Ensuring that only contractors who are committed to health and safety are appointed. BHP commissions a health and safety consultant to carry out a detailed contract-specific health and safety assessment for each contract. This is done at an early stage in the procurement process (Pre-Qualification Questionnaire stage) and only contractors who have demonstrated health and safety competence are able to progress to the shortlist of potential contractors
- Improving the quality of information on health and safety to facilitate benchmarking and other performance measurement systems. Integrating these exercises, where practicable into best value reviews etc
- Improving the rigour of BHP's annual reviews of health and safety performance.

3.2 Health and Safety training

- Providing relevant training in health and safety is a legal responsibility placed on the employer by the Health and Safety at Work etc Act and the Management of Health and Safety at Work Regulations. Therefore all employees, irrespective of their position within BHP, will be required to attend relevant health and safety training. This may be provided directly by their line manager, by the Health and Safety Officer or by an external body
- Employees must co-operate with BHP in attending health and safety training and refresher training where it is deemed necessary
- Any health and safety training that is provided to a BHP employee must take into account the employee's capabilities with regards to undertaking specific tasks.

3.3 The use of contractors and sub-contractors

- Where contractors and sub-contractors are employed by BHP the manager or responsible person must ensure that the contract requires that contractors and subcontractors shall adopt safe systems of work
- BHP's health and safety consultants must be notified well in advance when contractors are being appointed to undertake works i.e. repair and refurbishment, to ensure that their health and safety arrangements are assessed
- Managers and responsible persons who set up contracts must provide the health and safety consultants with appropriate documentation relating to contractors, including their Health and Safety Policy, relevant risk assessments and methods statements
- Managers and responsible persons must ensure that the contractor selected to do the job, irrespective of price, is competent to undertake the works in a safe manner, without risks to others and that they will devote adequate resources to achieve this
- If a contractor or subcontractor fails to comply with the health and safety requirements of their contract then the manager or responsible person must bring this to their attention and request immediate action is taken to resolve the matter. The Health and Safety Officer will be notified in the event that the contractor refuses to take action to rectify health and safety matters
- Any contractor or subcontractor who repeatedly fails to meet acceptable health and safety standards while carrying out work on behalf of BHP, may find themselves excluded from tendering for council and/or BHP works in the future. Managers and responsible persons will take required action where it is necessary
- Contractors and subcontractors are required to comply with Brent Council's Corporate Health and Safety Policy and Corporate Technical Standard for the Management of Contractors which is available on the council's intranet
- Contractors, sub-contractors and their employees are required to co-operate to the fullest extent with the Health and Safety Officer and other appointed persons whilst working on behalf of BHP and while on council or BHP premises.

3.4 Other relevant health and safety technical standards and Brent Council Corporate Safety Guidance

- In addition to the Corporate Health and Safety Policy, supporting health and safety technical standards and guidance notes have been developed and implemented to encourage and enhance good working practices throughout council services. BHP, where appropriate, will subscribe to these and provide its own local procedures
- All employees must have access to, read and familiarise themselves with the BHP Health and Safety Policy and guidance relevant to their place of work and work activities that they may be required to undertake
- Managers and responsible persons must ensure that health and safety documentation relevant to their employees is discussed, circulated and implemented in their workplace, via email, health and safety notice boards and agendas. Copies of relevant health and safety technical standards and corporate safety guidance are available from Health, Safety and Licensing and on the council's corporate health and safety site on the intranet. All new BHP employees, temporary and agency staff must be advised by their line managers of how to locate these technical standards.

Part 4 Useful addresses and telephone numbers

Brent Housing Partnership

Chancel House
Neasden Lane
London
NW10 2UF

Tel 020 8937 2323
Fax 020 8937 2265

www.bhphousing.co.uk
email: info@bhphousing.co.uk

Occupational Health Contractor Westminster NHS Primary Care Trust

Occupational Health
Copeland Suite
Wembley Centre for Health and Care
116 Chaplin Road
Wembley, Middlesex HA0 4UZ

Occupational Health Nurse Advisor Lillian Zoubiri

Health and Safety Executive www.hse.gov.uk

HSE Incident contact centre (for reportable accidents)

Tel 0845 300 9923
Fax 0845 300 9924

HSE Area Office for London

Rose Court, 2 Southwark Bridge
London SE1 4LW

Tel 020 7556 2100

Health and Safety Executive Info line (Confidential telephone helpline)

Tel 0845 345 0055

Health and Safety Executive Literature

(Free leaflets and priced publications)
PO Box 1999
Sudbury, Suffolk CO10 6FS

Tel 01787 881165

www.hsebooks.co.uk

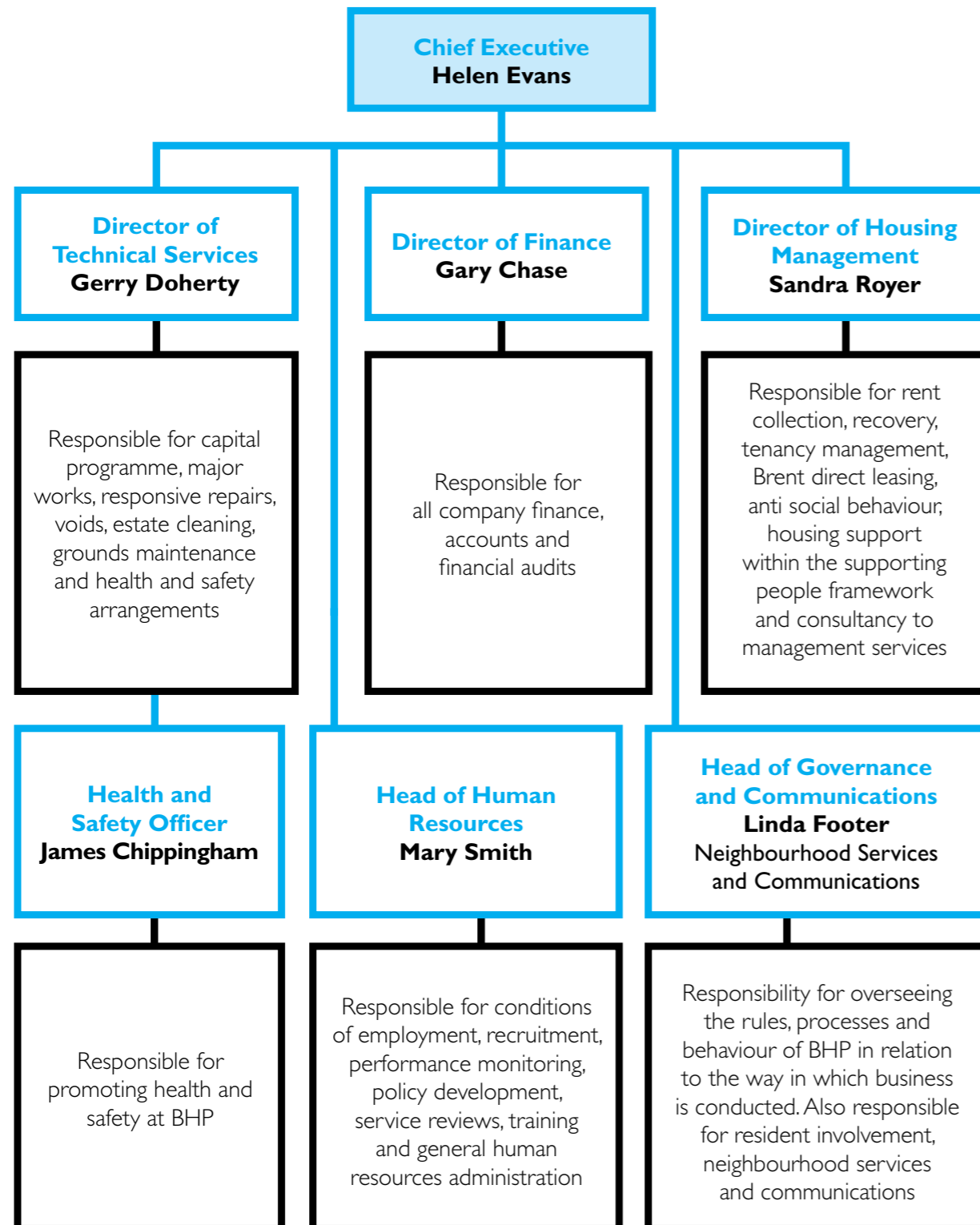


Part 5 Organisational structure

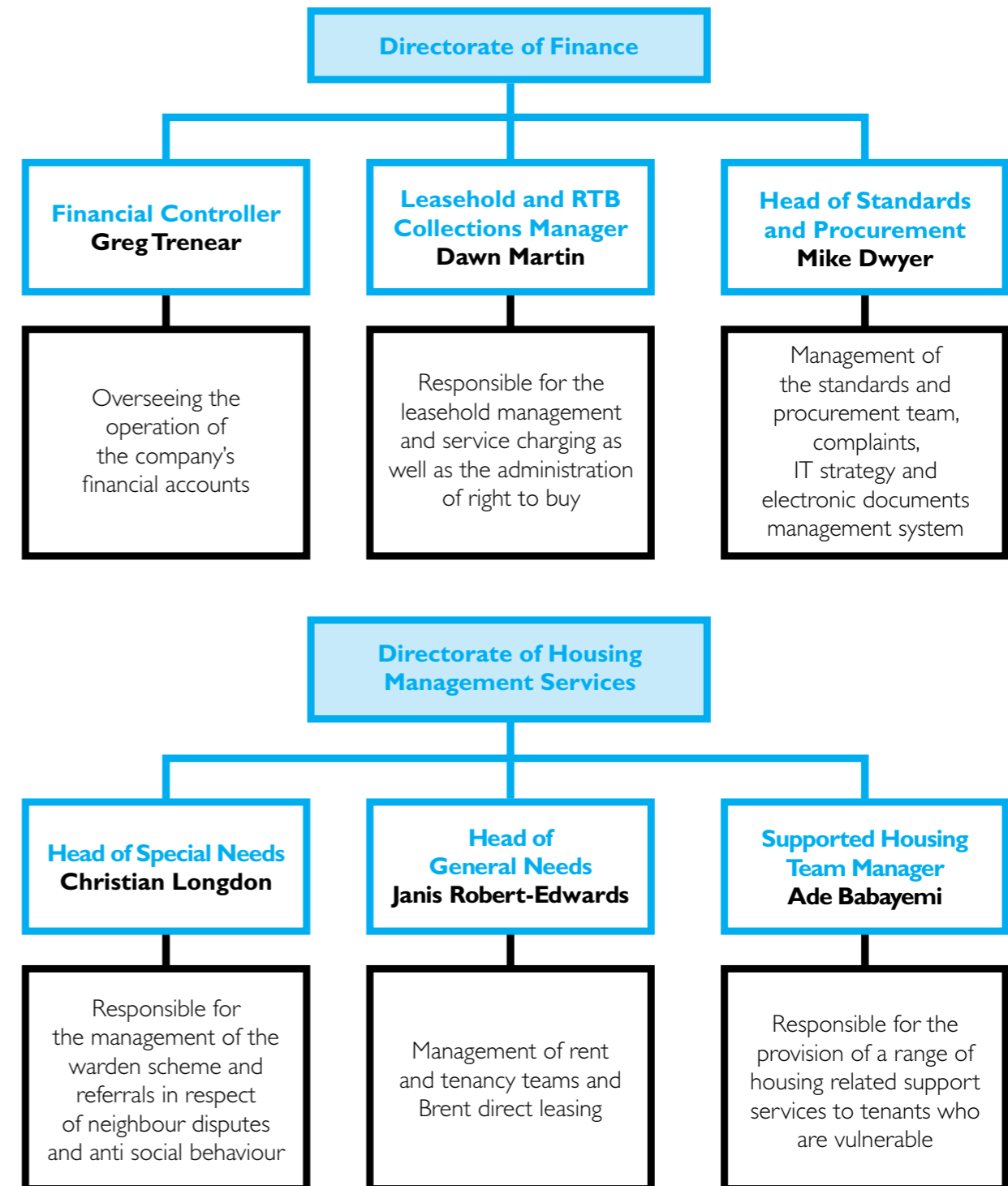
The senior management structure for Brent Housing Partnership reflects current arrangements within the housing service and is shown in the following charts:

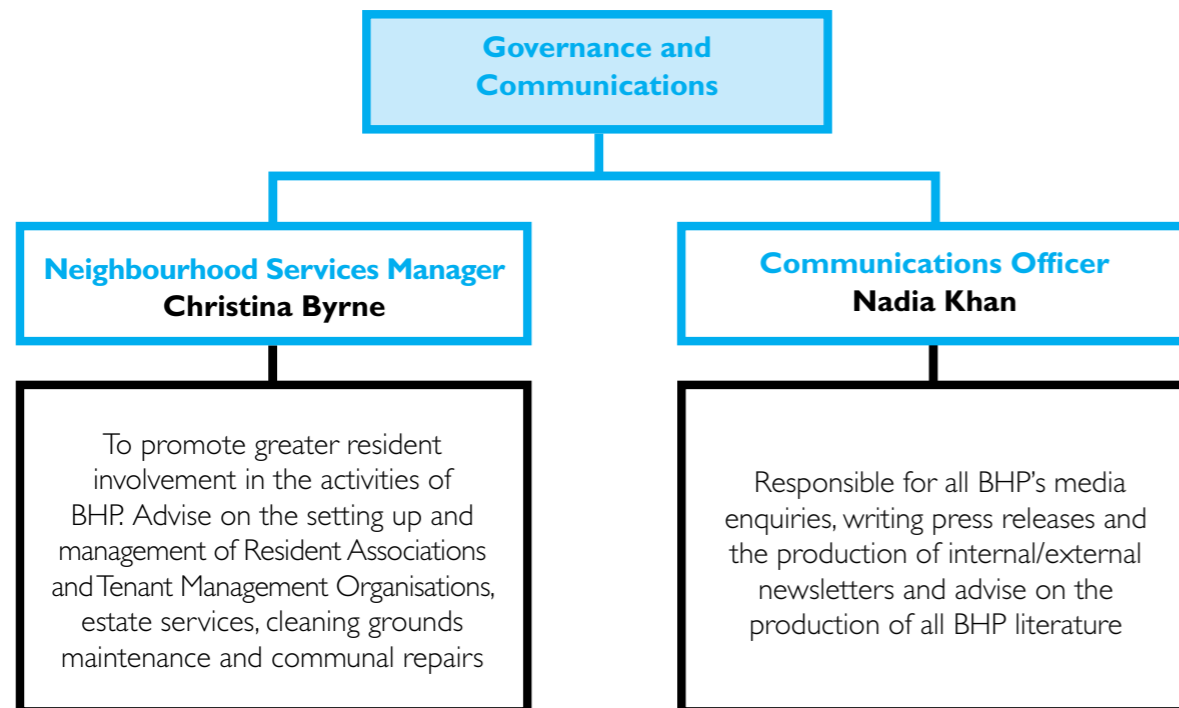
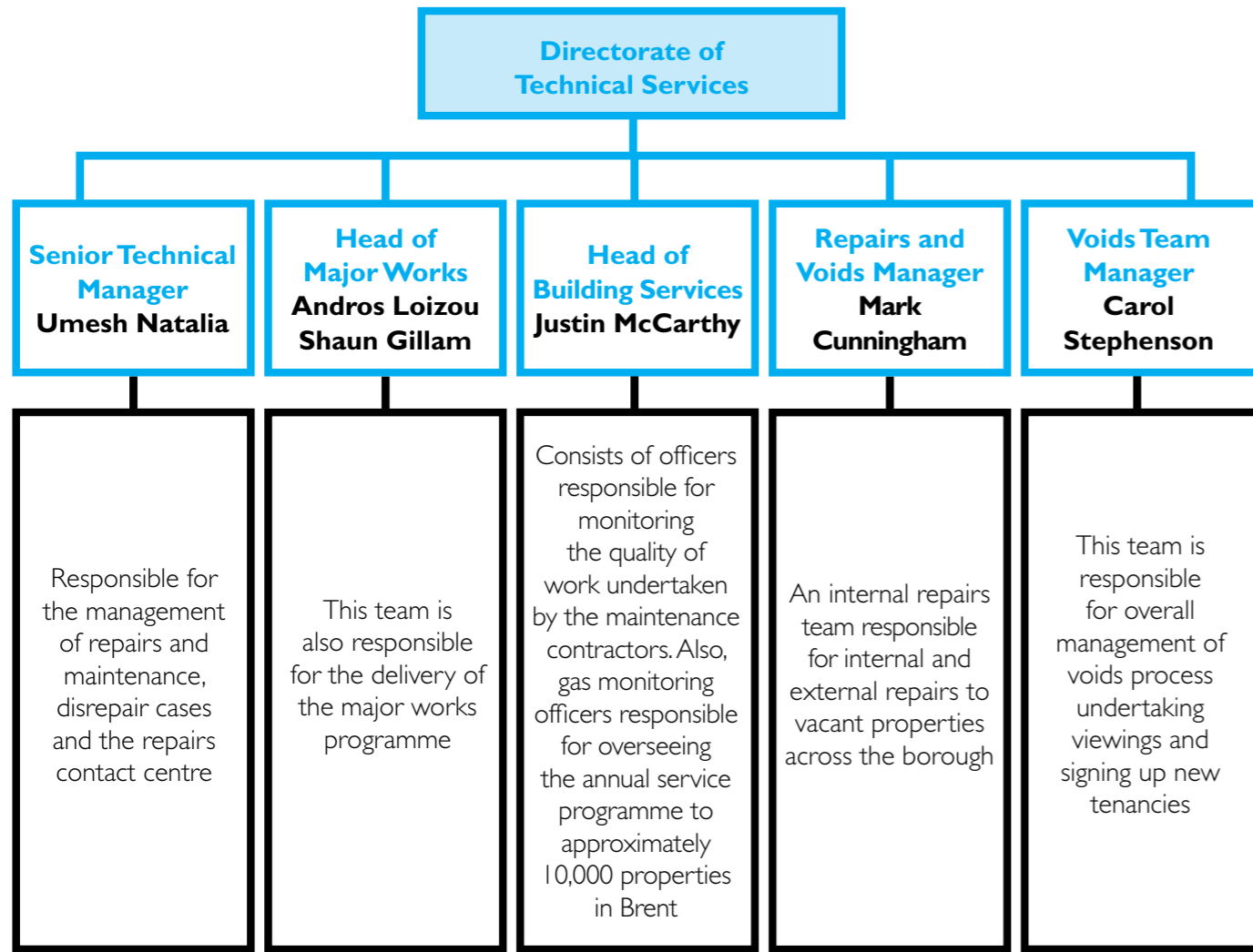
Directors of Brent Housing Partnership

Brent Housing Partnership Directorate



Managers of Brent Housing Partnership





Building on Excellence

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