



**Blackpool Coastal  
Housing**

# **Framework for Managing Health & Safety**

November 2025

INSPIRING PEOPLE TO BUILD **BETTER COMMUNITIES**

## Document Information

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<b>Document Status</b>	Final Version	
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<b>Scope of Document</b>	To outline the Framework for the Management of Health and Safety at BCH	
<b>Objective</b>	To clearly state BCH's intentions for delivering a successful model for managing Health & Safety	
<b>Who needs to know?</b>	The BCH Board and Senior Management	
<b>Documentation</b>	Health and Safety Policy	
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## Amendment Record

<b>Date</b>	<b>Issue No.</b>	<b>Section/Page</b>	<b>Details of Change</b>	<b>Authorised By:</b>
20/11/25	1.1	All	Reviewed content	Angela Laycock
20/11/25	1.1	Throughout	Change Chief Executive to Chief Operating Officer	Angela Laycock
20/11/25	1.1	P5	Amendment to the communication of the health and safety statement of intent	Angela Laycock
20/11/25	1.1	P5	Reference to role and responsibilities in additional policies	Angela Laycock
20/11/25	1.1	Throughout	Changed health and safety standards to health and safety policies	Angela Laycock
20/11/25	1.1	P6	Change list of responsibilities	Angela Laycock
20/11/25	1.1	P9	Changed quarterly reports to deep dive incident reports	Angela Laycock
20/11/25	1.1	P10	Reference of recording audits and inspections on SHEAssure	Angela Laycock

## Amendment Notes

- Documents at draft status are to use letter designations to denote issue status: a, b, c etc.
- Documents at full issue status are to use number designations to denote issue status after full revision: 1.0, 2.0, 3.0, etc.
- For an amendment to a full issue document you are to use number designation to denote issue status: 1.1, 1.2, 2.1, etc.



- On full issue the draft amendment record should be deleted from the above table.
- Notification of the amendment must be sent to the person maintaining the Central Register.

## Introduction

The purpose of this framework document is to establish a structure for the effective management of health and safety at BCH.

By its commitment to this health and safety framework, BCH will:

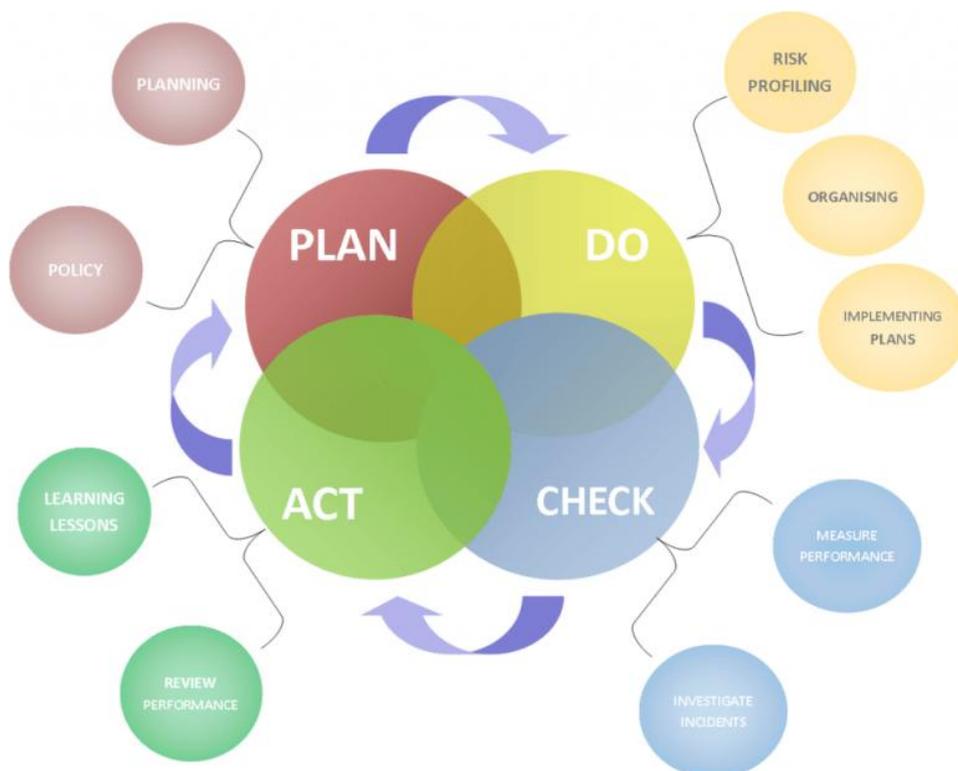
- Establish a health and safety management system to eliminate or minimise risk to employees and others affected by its work activities.
- Implement, maintain and continually improve good health and safety management.
- Ensure conformance with current Health and Safety Legislation and best practice.
- Be in a position to demonstrate such conformance to others.

This framework will identify the methods by which BCH intends to manage all aspects of its health and safety performance, including its commitment to maintain, monitoring and review.

All of the areas covered in this framework are essential components in managing health and safety. None are mutually exclusive, nor can any be neglected without harming the intentions of the document.

This documentation shall be reviewed and where necessary updated no less than every 24 months, or where significant change leaves the existing documentation in-valid. The date of the previous review shall also be identified.

This document implements the HSE HSG65 Model for successful health and safety management.



## Health and Safety Policy

The goal for any organisation is to aim to drive its health and safety performance forward, so that accidents and ill health are eliminated, and work forms part of satisfying life to the benefit of both the individual and the organisation.

BCH will produce a health and safety policy, which will clearly state BCH aims with regard to the health and safety of its employees and others, and will demonstrate a commitment to improving health and safety performance.

The health and safety policy will have a statement of intent drafted, authorised and dated by the Chief Operating Officer. The health and safety policy statement shall be regularly reviewed and updated where necessary, on behalf of the Chief Operating Officer, by the BCH Health and Safety Advisor.

The health and safety policy statement of intent will be communicated to all employees of BCH via the employee Safety Management Portal (Evotix Assure), during Induction, within the Health and Safety Policy and within the Employee Safety Handbook to ensure that all employees are made aware of their individual health and safety obligations. The health and safety policy statement will be communicated to external stakeholders.

## Organising for Health and Safety

In order to have a successful management model for health and safety, the organisation needs to define responsibilities and relationships. This in turn will also promote a positive health and safety culture and will secure the implementation and continued development of a successful management model of health and safety.

BCH will also ensure that any health and safety structures and processes:-

### **Establish and maintain management control within an organisation.**

Control is achieved by getting the commitment of all employees to our overall aim. Our overall aim is to provide and maintain a safe and healthy work environment. It begins by managers taking responsibilities for controlling factors that could lead to ill health, injury or loss. BCH's Health and Safety Policy details the roles and responsibilities for those who manage and perform activities which impact on the health and safety risks. Accompanying the health and safety policy are individual policies which details the roles and responsibilities for that particular subject.

### **Promote co-operation between individuals, safety representatives and groups so that health and safety becomes a collaborative effort.**

Participation by employees supports risk control as it encourages their ownership of health and safety policies. It establishes an understanding that the organisation as a whole benefits from a good health and safety performance. Through everyone's participation, commitment and involvement health and safety becomes everyone's business.

BCH will consult employees, workplace or union representatives on health and safety issues in the workplace that affect them and will promote and encourage any initiatives that support teams working together to help solve any health and safety issues.

### **Ensure the communication of necessary information throughout the organisation.**

Effective communication about health and safety relies on information coming into the organisation, information within the organisation and information going out of the organisation. It encompasses visible behaviour, written communication and face to face discussions.

Effective communication is key to the effective operation of health and safety management systems and procedures. Managers can communicate powerful signals about the importance and significance of health and safety by leading by example.

BCH will ensure that any health and safety documentation will be tailored to the organisation and will consider all requirements of specific legislation that need to be adhered to. Health and Safety will be discussed at each team meeting, consultation or contractual meeting and at the Health and Safety Committee. This will allow all employees to provide feedback on any health and safety matters.

### **Ensure that all employees have the necessary competencies**

BCH will ensure that recruitment procedures ensure prospective employees have the necessary attributes to do their jobs or can acquire them through training and experience. Systems will identify health and safety training needs arising from recruitment and changes in plant, equipment processes or technology in order to ensure employees to work in a safe and healthy manner. Systems and resources will provide the information, instruction, training and supportive communication. Training and experience of applying skill and knowledge are important and are required under adequate supervision. Arrangements will be made by management to ensure that there is competent cover in staff absence, particularly for those with critical health and safety responsibilities.

Control, co-operation, communication and competencies are paramount for the successful management of health and safety. All documentation providing details of BCH intentions for organising for health and safety shall be prepared and reviewed on behalf of the Chief Operating Officer by the BCH Health and Safety Advisor.

Any documentation for organising health and safety will be communicated to all employees of BCH via a staff briefing note and shall be detailed within Section 2 of the Health and Safety Policy.

### **Planning and Implementation**

In order to ensure BCH's health and safety performance, so that accidents and ill health are eliminated, BCH will produce a series of health and safety policies. These will be supported by guidance if necessary. The health and safety policies will be the arrangements in place of how BCH plans to manage health and safety in accordance with legislation.

As a minimum BCH will produce policies covering the following:

- Accident and Incident Reporting
- Agile Working
- Asbestos
- Blood Borne Viruses
- Control of Sharps
- Dermatitis
- Display Screen Equipment
- Electrical Safety
- Fire Safety
- First Aid

Gas Safety  
Hand-Arm Vibration  
Hazardous Substances  
Health and Safety Training  
Housekeeping  
Infection Control  
Managing Health and Safety in Construction  
Manual Handling  
Mobile Tower Scaffold  
New and Expectant Mothers  
Noise  
Personal Protective Equipment  
Personal Safety and Lone Working  
Risk Assessment  
Safe Use of Ladders  
Slips and Trips  
Smoke Free  
Violence and Aggression  
Welfare and Work Environment  
Work Equipment  
Working at Height  
Work-Related Stress

Further standards and procedures will be produced as required by changes or additions to Legislation, or should BCH determine any shortfalls within its existing health and safety management systems.

Health and safety arrangements and guidance shall be prepared and reviewed, for and on behalf of the Chief Operating Officer or Senior Management Team by the BCH Health and Safety Advisor.

During the preparation of any safety policies, procedures or guidance the author shall carry out full consultation. Policies, procedures and guidance shall be reviewed and where necessary updated no less than every twelve months or following significant change. The date of the previous review shall also be identified.

The BCH Health and Safety Advisor will advise on the need for additional Policies and Procedures.

All policies, procedures and guidance will be communicated to employees at BCH via the Health and Safety Management Portal (EvoTix Assure) and be briefed to staff via local meetings.

An effective planning system for health and safety requires organisations to establish and operate a health and safety management system which controls risk, reacts to changing demands and sustains a positive health and safety culture.

Planning health and safety objectives consists of three elements:

### **1. Accurate information about the current situation – where we are**

BCH has to compare their current situation against the current framework and legal requirements based on the organisations legal register. From this it can be established if the current framework is adequate for the organisation and the range of hazards/risks, i.e. if it is

working as intended, achieving the right objectives and if it is delivering cost-effective and proportionate risk control in the workplace.

## **2. Suitable benchmarks against which to make comparison – where we want to be**

These are largely determined by legislation; however health and safety objectives need to be specific, measurable and agreed with those that deliver them and they must identify the contribution of individuals to implementing the system. The overall plan will set out objectives to be achieved within a set timescale; this will however depend on resources available at the starting point. If fundamental changes cannot be made straight away or within a reasonable time period, then short term measures would be taken to minimise the risk.

## **3. Competent people to carry out the analysis and make judgements to ensure we get to where we want to be.**

This involves practical decisions about how to move forward. BCH will use risk assessments in order to make decisions about improving workplace precaution emphasising on high hazard/risk activities. It may also be necessary to devise new components of the health and safety framework or to improve existing ones and to make decisions about existing workplace precautions.

Effective planning is concerned with prevention through identifying, controlling and ideally eliminating hazards and risks through risk control systems. Risk control systems are workplace precautions that need to be kept in place in order to manage the risk. Examples of a workplace precaution can range from general rules through to safe system of work or permits to work.

Policy, organising, planning and implementing, measuring performance, review and audit are the key elements required to manage the risk control systems, ensuring that the workplace precautions are being managed.

Systems that assess relative hazards and risks can contribute to decisions about priorities, for example health and safety objectives, deciding on the hazard profile of the business to reveal those areas where more robust and reliable workplace precautions and risk control systems are required. Amongst these priorities are decisions on the priorities for training and improving levels of competence required. BCH will provide health and safety training to all employees as appropriate to the type of work undertaken, grade and level of responsibility.

Finally, if workplace precautions and management arrangements are well designed and recognised they will be easier to implement. The challenge is ensuring that it is complied with, which is when reviewing and auditing is required as this measures compliance.

## **Measuring Performance**

Measurement is essential to maintain and improve health and safety performance. There are two ways to generate information on performance:

**Active systems** monitor the achievement of specific plans, the operation of the health and safety management system and the compliance with performance standards.

This then provides an analysis of improvements required in the risk control systems and the extent of compliance.

The BCH health and safety Advisor will establish systems in order to:-

- Create deep dive incident reports for each quarter of the financial year to coincide with the scorecard
- Inform Key Performance Indicators
- Create Annual Reports on Health and Safety Performance reporting on the overview of achievements and areas for improvement, accident and ill health data, provision of health and safety training, any enforcement action and a health and safety claims summary.
- Develop a system for the carrying out of safety audits and inspections.
- Periodically examine service or team documents to check that systems relating to health and safety are complied with.

It will however remain the manager's responsibility to monitor the achievement of objectives and compliances with policies, procedures, risks assessments and safe systems of work locally which they are responsible for.

**Reactive systems** are triggered after an event and include identifying and reporting accidents, ill health, incidents and hazards. The BCH health and safety Advisor will create systems to:

- Coordinate the accident/incident and near miss reporting and investigations arrangements
- Identify trends and common features and ensure that these are discussed within the workforce.
- Provide feedback after accidents have happened to reinforce safety standards and risk control systems.
- Both systems measure performance and allow us to see how effectively we are controlling risk and how well we are developing a positive health and safety culture.

## Audit and Inspection

Auditing and reviewing performance are the final steps in the health and safety management control cycle. They constitute the feedback loop which enables an organisation to reinforce, maintain and develop processes in order to reduce risks to the fullest extent and to ensure the continued effectiveness of the health and safety management system.

The term '**audit**' shall be defined as:

"The structured process of collecting independent information on the efficiency, effectiveness and reliability of the health and safety management system and will include plans for corrective action and improvements".

The term '**inspection**' shall be defined as:

"A physical observation of a working environment to identify potential hazards and make recommendations for elimination and / or reduction of risk".

The aim of auditing is to establish that appropriate management arrangements are in place and that there are adequate risk controls systems successfully implemented in order to manage workplace risks.

The BCH Health and Safety Advisor will establish and maintain audit and inspection regimes and procedures in order to monitor compliance with BCH policies and procedures, risk assessments, safe systems of work, health and safety legislation and industry Standard best practice.

Following an audit or inspection the BCH Health and Safety Advisor shall ensure written information identifying the outcome and any remedial action required is produced and

communicated to relevant persons, including the Director for that service area. The inspections are recorded on SHEAssure and any actions identified can be created and tracked on the health and safety management system.

The Health and Safety Advisor will ensure support and advice is available to assist in the implementation of any identified recommendations resulting from the audit.

It is the responsibility of each Line Manager to keep records of all audits and inspections undertaken within their area.

## Reviewing Performance

It is important that every organisation undertakes a constant process of review. This is to ensure that the health and safety management system works effectively, and as designed.

The main sources of information from which the organisation will undertake the review process are the audit findings and the results of workplace inspections.

Other aspects that may influence the review process include:

- Re-structuring / re-designing of the organisation
- New Legislation
- Changes in current best practice
- Changes to industry standards.

The main areas against which the BCH health and safety compliance and performance will be reviewed include:

- An assessment of the degree of compliance with health and safety management system requirements
- The identification of areas where the health and safety management system is absent or inadequate
- An assessment of the achievement against specific objectives and plans, i.e. risk management action plan, portfolio plan and so on.
- Accident, ill health and incident data.

In addition, BCH will ensure that all health and safety documentation will be reviewed, to ensure its continued relevance and accuracy.

All corporate health and safety systems, arrangements and guidance shall be reviewed at least every twelve months, unless otherwise indicated elsewhere within this framework document.

All risk assessments and safe systems of work shall be reviewed by each appropriate Line Manager, or a nominated person(s) who has been requested to assist in this process on behalf of the Line Manager. This review will be undertaken every twelve months, or following significant change, unless otherwise indicated.

All audit, inspection, accident and incident data shall be kept under constant review by the BCH Health and Safety Advisor and Health and Safety Committee.

The significant findings of all reviews, together with any resulting changes, shall be brought to the attention of all relevant employees.

The BCH Health and Safety Advisor shall ensure that the significant changes to all corporate health and safety management systems, arrangements and guidance are communicated via a staff briefing note.

All Line Managers shall communicate the significant findings and changes to all section guidance, risk assessment and safe systems of work via the briefing process, and where appropriate, toolbox talks to all employees.