First Line Managers

Leadership & Management Development Programme

Bell Group

2020

Welcome & Introductions

Why we are here

Aims & Objectives of the Training

Learning Outcomes

First Line Managers

What can you expect from this training?

- What is said in this room, stays in this room
- You can share your experiences freely

What we expect from you?

- That you listen and respect all speakers including fellow peers
- You keep an open and inquisitive mind
- This is not a forum for complaining but for thinking and discussing how we could do things better

Todays Agenda

- Introduction to our Training Plan for First Line Managers
- Explain the Stages involved in your Development & Timeline
- The First Line Manager – You and Why You Are Important To Us
- Key Roles of the First Line Manager within Bell Group
- Behavioural Safety
- Key Health, Safety & Environmental Message
- Managing People, Performance, Wellbeing and Health

Introductions

- Your Name
- How long have you worked with the Organisation
- Which Branch you work for
- How long have you been a First Line Manger
- What contract are you working on at present

Our Training Plan

- Develop an internal training plan that suits us and you
- Meet every 6 – 9 months
- Learn and develop new skills
- Review your progress and work towards your development needs
- Training plan by role ~ Progression
- Grow stronger as a team
- Improve communication
- Support each other
- Implement new learning at all levels

First Line Managers

- A First Line Manager is a person who operates their own work area and directly manages employees, resources and operations of a business

- They assign tasks, manage workflow, monitor the quality of work, deal with employee problems and keep middle managers and senior managers informed of any issues and successes at ground level

- First Line Managers are Key Influencers

- First Line Managers Lead by Example

First Line Managers

So Your Role:

- Why do we have First line Managers?
- What are the benefits of having first line Managers?

More Importantly

- What would happen without you?

First Line Managers

What do we think you do during the day?

- Induct our workforce and sub-contractors onto the site
- Check Quality
- Motivate the Team
- Check we are Working Safely
- Maintain the Health and Safety Standards
- Plan Next Areas To Work Upon
- Liaise With The Client
- Key link between the office and the site
- Can make a difference between a good and bad job

Job Description Tasks

M
- Managing a Site Based Workforce ops, sub-contractors and apprentices

A
- Reading & Understanding the Job Specification

N
- Organising workload at Site Level, Materials, Plant & Equipment

A
- Ensuring all on the site are working safely at all times

G
- Targets – communicating & ensuring on track to achieve

E
- Attending Weekly Ops Meetings

R
- Ordering Materials – timely, in bulk and in line with programme requirements

Work Related Tasks

M
- Liaising with Clients & Stakeholders

A
- Attending Client Meetings & Site Surveys

N
- Liaising with all contractors, all trades

A
- Ensure Timesheets are completed correctly & submitted timely

G
- Ensure Sub-Contractor Invoices are correct & submitted timely

E
- Carry out a site induction for any operative prior to starting work

R
- Delivering Materials when the Supplier cannot meet demand

Work Related Tasks

M
- Quality Control including updating of Quality Plan weekly

A
- Recycling of Empty paint cans & associated paperwork

N
- Works are snagged, complete & signed off

A
- Ensuring you have the right labour for the works in hand

G
- Ensuring your team has the right tools to complete the job

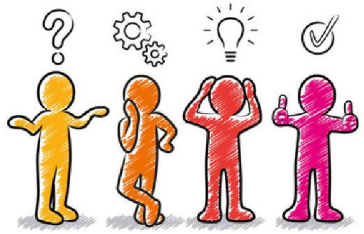
E
- Reviewing Team Performance & taking action where necessary

R
- Ensuring welfare provisions are adequate, stocked, clean & tidy

First Line Managers

In a nutshell, the key to the role of what you do

- **Team** – Do the people working for you know what they have to do?
- **People** – Do you carry out effective inductions & have regular briefings?
- **Safety** – Is the site safe? Are we following the correct procedures & completing the correct paperwork?
- **Customers** – Are they happy? How do you know?
- **Planning** – Is the project on time and under control?
- **Equipment / Materials** – Does the team have the right tools & materials to carry out the task in hand?
- **Finance** – Is the job on target?

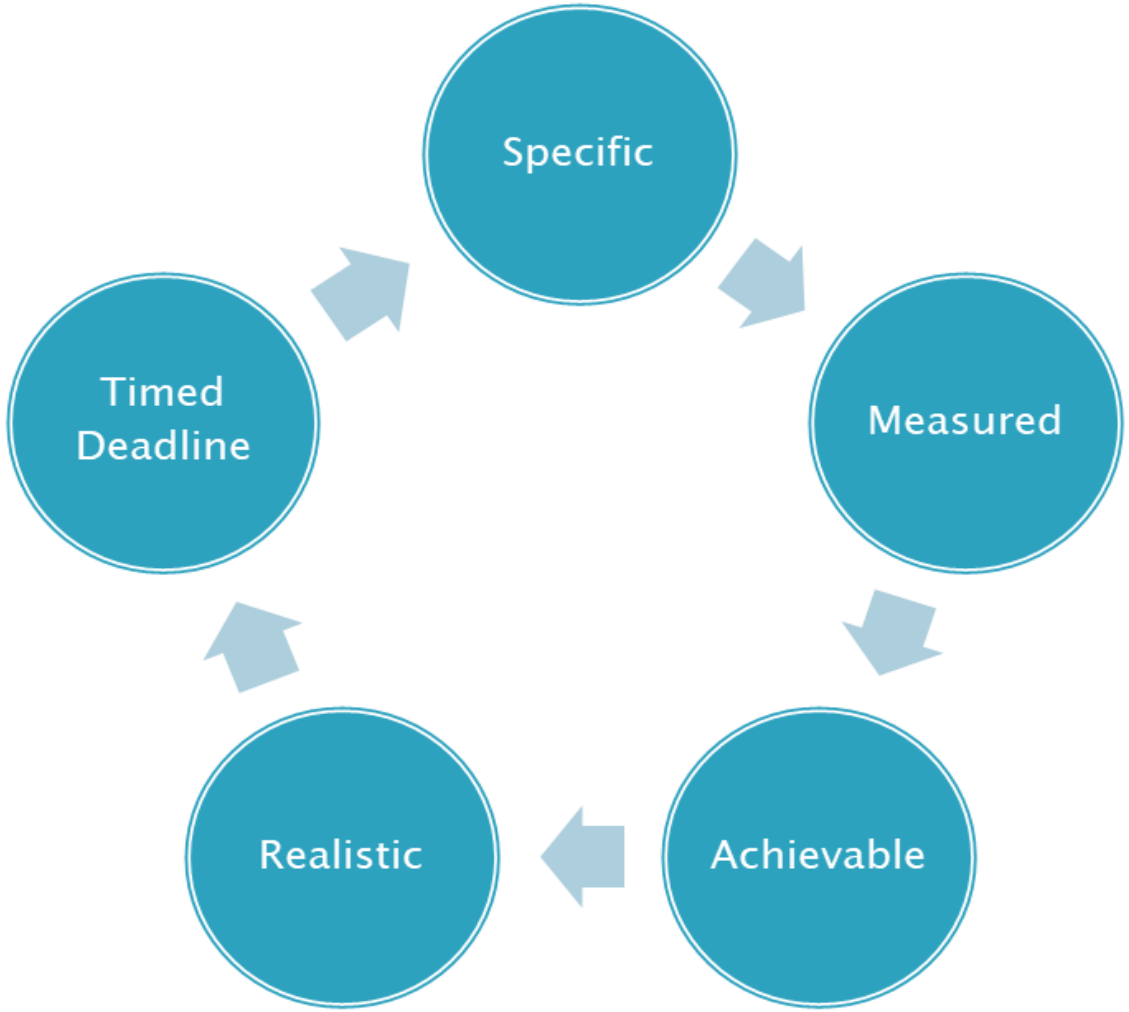


First Line Managers

A simpler version:

- Support and Motivate operatives and subcontractors to do a good job
- Ensure everyone is working safe
- Ensure targets are issued and understood
- Ensure the customer is happy with our work

Targets – A Sense of Direction



How should we work?

- **Job –** Understand what needs to be done
- **Explain –** Review the task with the individual or gang
- **Review** – Highlight any H&S concerns and explain how to work safely
- **Understand –** Give the jobs people are suited to
- **Knowledge –** Check they understand
- **On going –** Follow up to ensure people are working safely

Motivating the Workforce

A Good Technique for Motivating People

Manage
By
Walking
Around

Engaging the Workforce

Practical 'Manage By Walking Around' Example

Hi George, what are you working on at the moment?

I am painting the stairwells in these flats

How's it going?

Its going really well, I am on target but I am a bit worried about the access on that section over there.

OK, so what are the options you are considering?

Jim talks about his thoughts

That's good so which option are you going to take?

Jim makes a decision which you can support

How should we work?

On Completion

- **Job –** Check its been done correctly and all plant etc has been removed
- **Explain –** Review the job with the customer
- **Support** – Help with report sheets as required
- **On going** – Follow up to ensure customer feedback is received

Quality - Right First Time

Quality Management Systems;

- ISO45001
- ISO14001

- Impact of Poor Quality

- Getting it Right First Time

- Impact of Good Quality

10 Minute Comfort Break

Health and Safety naturally -
just part of good Management

Key H&S Responsibilities and Expectations of First Line Managers

Key Beliefs

- **Zero tolerance to unsafe behaviour**
- **If you see a problem - help solve it!**
- **Think before you act**

Site File Set Up

- Do you know what the Site File should contain?
- Targets, Job Spec, H&S File, Risk Assessments etc
- The importance of maintaining the Site File & ensuring it reflects any changes to the programme

Managing Risk (7 critical things)

- Site Register
- Inductions
- Daily Briefings/Daily Checks
- CDM Plans/ Risk Assessment / Method Statements
- Weekly Site Inspections
- Toolbox Talks
- Managing Sub-Contractors

Managing Risk

Site Register

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Site Register
Bell Safe Form BS 001

This register is to record all Bell operatives working on any project lasting longer than 5 days with an established site office and full site CDM File. ***This register provides a daily attendance record and can be used to support record all persons on site in the event of a fire.***

Week starting:

Operative name (print)	Company (If a Bell operative write Bell)	Date	"I declare that I have participated in a site induction and will work today to the beliefs of BELL-SAFE and the site rules". I will only work if I have participated in a DAILY BRIEFING.	Arrival time	Departure time
			Signed by operative		

Rev 2 Sheet__ of__ BS 001

Managing Risk

Inductions

Site Induction Checklist
Bell Safe Form BS 004

This checklist must be used by all Supervisors and Managers when providing the site induction to all operatives Note: No operative must work on any Bell site unless they have had a full site induction and signed the Induction Register **Form BS 003.**

1 SCOPE OF THE WORK ON SITE OVERALL

2 UNDERSTAND THE **Bell-Safe** Initiative.

Bell-Safe Mission Statement:

To ensure that Bell Group work activities impact only positively on the world and that all operatives, other contractors and the general public remain safe and healthy.

Bell-Safe Key beliefs:

1. **Zero tolerance t**
2. **If you see a prob**
3. **Think before you**

3 WORKER CONSULTATIO

4 SAFE ACCESS AND EGR

5 PROTECTION OF ON SIT

6 PEDESTRIAN/ PLANT INT

7 DELIVERY PROCEDURE

8 ENVIRONMENTAL CONS

9 WELFARE ON SITE (or w

10 SITE WORK HOURS

Site Induction Register
Bell Safe Form BS 003

This register is to record that all Bell operatives and sub-contractors working on any site have been given an adequate Site Induction Training session covering the topics detailed in Form **BS 004**. The session may be provided by a Bell Manager or a Supervisor. Registers to be retained in Bell CDM Project File.

Induction Trainer (name)		Position (job title)	No. trained this session	Date	Time
Operative Name (Print)	Company (If Bell Operative write Bell)	"I declare that I have participated in this Site Induction session and understand all the issues covered including the Risk Assessments and Work Method Statements for all my immediate work. I will participate in other inductions, if required, as the project progresses and generally abide by the agreed Controls and Site Rules" I will NOT start work without a Bell DAILY BRIEFING. Signed by attendee			

Managing Risk

Daily Briefings/Daily Checks

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Daily Site Checks
Bell Safe Form BS 002

This daily site checks list must be signed daily before any work starts by the Bell manager, supervisor or foreman.

Week starting: (if weekend work is undertaken record on BS 002a).

Day	Action		Signed by either: Bell Manager, supervisor or foremen
Monday	CDM Plan or OSCA on site and up to date?	tick	Notes:
	Daily site briefing undertaken?	tick	
	Weekly toolbox talk planned or undertaken?	tick	
	All operatives have had a site induction?	tick	Signed Name (print)
	Changes of circumstances considered?	tick	
Tuesday	CDM Plan or OSCA on site and up to date?	tick	Notes:
	Daily site briefing undertaken?	tick	
	Weekly toolbox talk planned or undertaken?	tick	
	All operatives have had a site induction?	tick	Signed Name (print)
	Changes of circumstances considered?	tick	
	CDM Plan or OSCA on site and up to date?	tick	Notes:
	Daily site briefing undertaken?	tick	

Managing Risk

CDM Plans (Full Plan)

Bell CDM Plan - Bell Safe Form BS 005a Rev 1

CDM
Construction Phase Plan

Client

This Construction Phase Plan has been developed in accordance with CDM Regulation 12 (2015 Regulations) and is a development of all information provided by the CDM Client and CDM Principal Designer (PD) forming the Pre-construction information.

Managing Risk

CDM Plans (OSHCA)

OSCA Minor Works CDM Plan

Bell Safe Form BS 005b rev 2

On Site Controls Assessment (OSCA)

This OSCA form must only be used on short duration work. The form must be completed prior to any work starting. The sheet may be used to support a full Bell CDM Plan where the work is geographically dispersed and small variances occur in the required approach to the tasks required. Note: Generally this will be simplistic work and would never involve work above two storeys or work with other challenging circumstances.

Project name	Client	Site address

Duration	From	To	Less than 4 No working on site for Bell?	Yes	NO

If the work is not low risk or involves more than 4 operatives then a Bell CDM Plan must be used and not the OSCA sheet alone

Who at Bell assessed this work on site? Name: Position:		What work tasks are to be undertaken?		
Has safe access and egress been considered for all?		Do Bell Risk Assessments cover the work and available on site?	Yes/ --------	List any specific risk assessments required?
What secure lock up is available?		What contractor warning signs will be displayed?		
Are fire muster points and alarm arrangements understood?		Details of the welfare arrangements with hot water for washing?		
Who is the qualified First Aider on site?		How can pedestrians on site be protected from the work?	*Note: Think about on site interface with people in corridors and on paths for example. (barriers/ signs/ trip hazards, taping down dust sheets etc).*	
Who will provide the Bell-Safe morning daily briefing?				

Note and comments on site issues

Managing Risk

Generic Risk Assessment on the N drive

bell group

WORKPLACE RISK ASSESSMENT NUMBER 023 **DATE:**

NB: This assessment is generic in content and must be adapted to suit specific site conditions by the user. Refer to site specific sheet on reverse side.

LOCATION

OPERATION/PROCESS Working from Ladder/ Stepladder	**MANUAL HANDLING ASSESSMENT** Risk minimal
EQUIPMENT USED Ladder, Hand tools, Electric tools	**COSHH ASSESSMENT** Required for paints, applications
SUBSTANCES USED Paint/primers/fillers	**NOISE ASSESSMENT** N/A

Hazards Identified	Before Controls			After Controls		
	L	M	H	L	M	H
Falling			X		X	
Chemical contamination	X			X		
Electrocution	X			X		
Dropping items onto people below		X		X		
Contaminating people below	X			X		

EXPOSED PERSONS:
Operative and passers by

CONTROL MEASURES P.P.E. INSTRUCTION/INFORMATION/TRAINING
ENSURE:

- Ladders are tied if reasonably practicable and positioned in a secure state always using an anti-slip device.
- Operatives are trained in task and safe use of ladders.
- Bystanders are kept away from the work area.
- Follow PPE requirements from the COSHH data sheets.
- Compliance with the Electricity at Work Regulations and the Provision and Use of Equipment Regulations.
- Tools are correct for job, in good order and operative is instructed how to use the tools safely.
- Lighting is sufficient.
- Condition of ladders to be checked before use and maintenance record kept.
- All Company ladders must be recorded on the ladder register and inspected every 6 months.
- Must be of industrial standard
- Must extend 1.05 beyond stepping off point (5rungs)
- Clean soles of boots before climbing
- Place at a 1in 4 angle
- Replace damaged ladders immediately

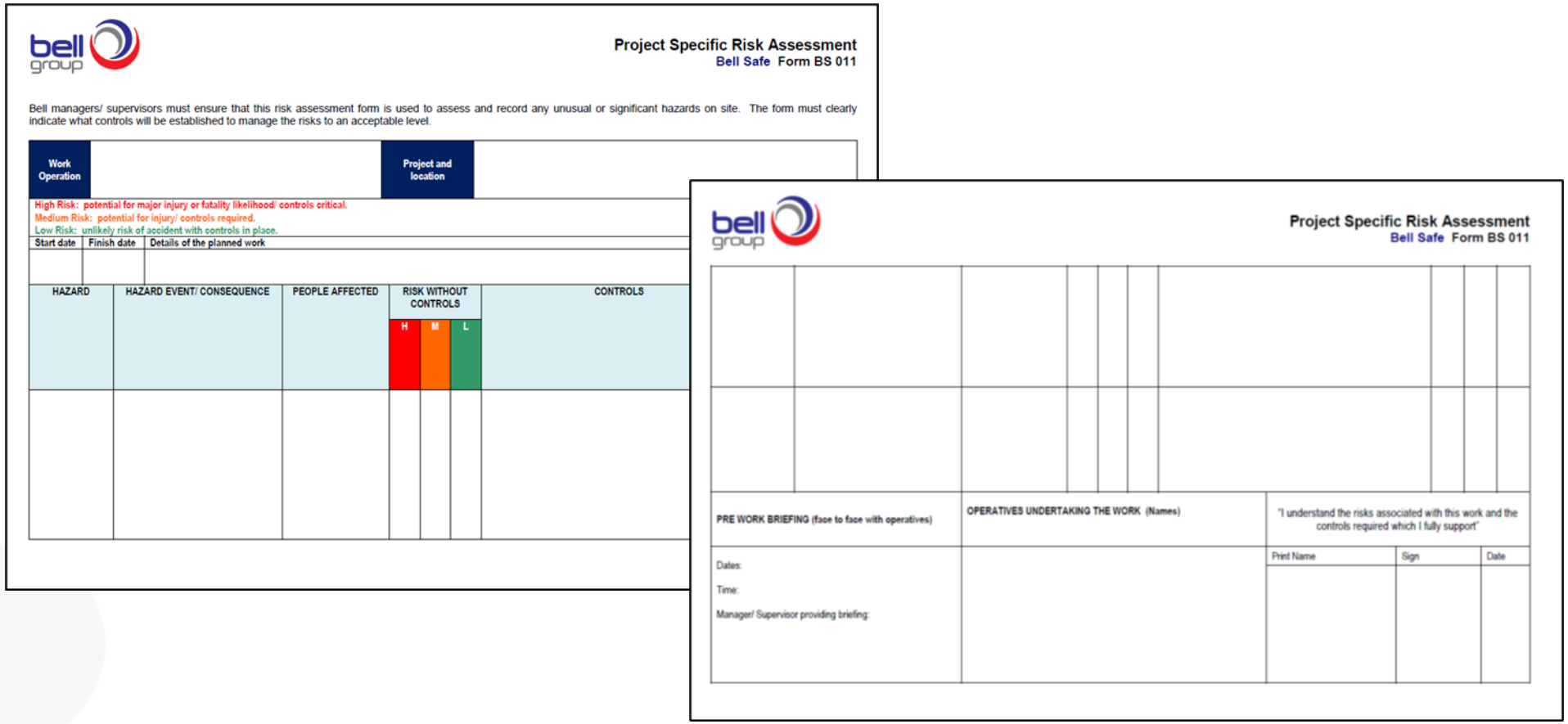
MONITORING RESULTS

ASSESSOR	**POSITION**

Rev 1

Managing Risk

Project Specific Risk Assessment



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Project Specific Risk Assessment
Bell Safe Form BS 011

Bell managers/ supervisors must ensure that this risk assessment form is used to assess and record any unusual or significant hazards on site. The form must clearly indicate what controls will be established to manage the risks to an acceptable level.

Work Operation		Project and location	

High Risk: potential for major injury or fatality likelihood/ controls critical.
Medium Risk: potential for injury/ controls required.
Low Risk: unlikely risk of accident with controls in place.

Start date	Finish date	Details of the planned work

HAZARD	HAZARD EVENT/ CONSEQUENCE	PEOPLE AFFECTED	RISK WITHOUT CONTROLS			CONTROLS
			H	M	L	

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Project Specific Risk Assessment
Bell Safe Form BS 011

PRE WORK BRIEFING (face to face with operatives)	OPERATIVES UNDERTAKING THE WORK (Names)	"I understand the risks associated with this work and the controls required which I fully support"		
Dates: Time: Manager/ Supervisor providing briefing:		Print Name	Sign	Date

Managing Risk

Site Specific Method Statements

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Site Specific Method Statement
Bell Safe Form BS 010

Generally all work undertaken by Bell Group must be covered by suitable company **Risk Assessment.** Certain work or projects that present specific situations requiring particular control measures may need to be managed with a **Site Specific Method Statement.** The Method Statement must be presented to and understood by all operatives at an Induction/ Toolbox Talk prior to that section of work starting.

Principal contractor: **(If not Bell Group)**		
Have any site specific risk assessments been undertaken for these work operations?	Yes	No
Section 1 **Sections of work to be covered by this method statement**		
1		
2.		
3.		
4.		
5.		
Section 2 **Details of the work supervisory arrangements** (employees, sub-contract package, direct labour etc.)		
Section 3 **Plant, tools and equipment** (List all the plant to be used in each section of the work, refer to section 1 above)		
1.		
2.		
3.		
4.		
5		
Does the work involve stripping, demolition or dismantling work?	Yes	No
Does the work involve work in confined spaces?	Yes	No

Rev Sheet__ of__ BS 010

Managing Risk

Weekly Site Inspections

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Weekly HSEQ Site Inspection Report
Bell Safe Form BS 006

All Bell Group Managers and Supervisor must undertake and record a site inspection at least every seven days on any project. On short duration work the inspection can be undertaken at the outset of the work. This Form will also be used by all Branch Managers and Directors when they undertake periodic inspections.

SITE:	Address (premises/site)	Areas Inspected:		Reason for Inspection:		Date:	No:
		Whole of the site		Programmed weekly			
		Part of the site		Emergency/ Incident Investigation			

INSPECTION/ VISIT SUMMARY: X (Action Required) ✓ (Satisfactory) NA (Not Applicable)

No	Item for consideration	Action	No	Item for consideration	Action
1	Bell CDM Plan or OSCA sheet updated and in place		13	Toolbox talks ongoing (weekly preferred)	
2	Safe accesses to site in place		14	Bell morning H&S briefings are taking place?	
3	Site security, hazard warning signs, temporary barriers and protection of the public all in place		15	Operatives are aware of the latest Bell-Safe 'Bulletins'	
4	Welfare facilities with adequate hot/ cold water, full back seating etc, all in good order. If a transient site all vans have hand wipe kits and sanitising gel?		16	Ladder inspection arrangements are in place and ongoing with a register and /or monthly signing tags/ labels?	
5	Is the Welfare within a 5-minute walk?		17	The Bell store (if present on site) is tidy and in good order?	
6	Fire Safety Plan arrangements in place		18	Both types of Ladder anti-slip devices are available on site (in good order) and either are used by all operatives for all ladder work?	
7	Site housekeeping: trips, slips and materials storage control in place		19	If any MEWP's is used on site, it is inspected (LOLER) and arrangements are in place with qualified operatives?	
8	Any tower scaffolds erected by qualified operatives		20	Electric safety, supply, 110 volts, distribution (PAT testing)	
9	Noise Risk (work protection zones, PPE), safe procedures in place		21	PPE assessment and provision (minimum standards agreed)	
10	Traffic management controls in place		22	First aid arrangements in place	
11	All operatives on site have had an initial Site Induction		23	Manual handing considerations (need for specific assessments on certain projects only)	
12	Any dust sheets used or protection is managed so to limit the risk to third parties		24	Weekly inspections of all scaffolding are being carried out	
	ENVIRONMENTAL MANAGEMENT			**QUALITY MANAGEMENT**	
25	'Care on Customer Sites' document displayed and/or in site file?		29	Are operatives adding comments to their timesheets with regards to H & S feedback?	
26	Are suitable and sufficient arrangements in place for the management, storage and disposal of waste?		30	Have emergency drills been undertaken on spill kits, fire, WAH, MEWP rescue?	
27	Waste management detailed in CDM Plan?		31	Do the apprentices have their apprentice log book and is it being filled in?	
28	Are spill kits available for operatives (part of van contents kit and within welfare storage area)?				

URGENT ACTION ITEM: Specific items of concern which present danger to health and safety.

Inspecting Safety Advisor: (Only if attending site)	Director/ Manager/ Supervisor/ Foreman/ Operative in Charge:	
Print name:	Print name: Position:	
Signature:	Signature:	Confirmation of records sheet findings with additional sheets completed.

Rev 4 Sheet__ of__ BS 006

Managing Risk

Toolbox Talks

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Weekly Toolbox Talk Register
Bell Safe Form BS 007

This register is to record all Toolbox Talks given to Bell Group operatives and all Bell Group sub-contractors on any site. The session may be provided by Bell Group Managers or supervisors. Bell Group wish to encourage all managers and supervisors to provide toolbox talks whenever a **Dangerous Occurrence** or **Bad Work Practice** is identified and also to positively reinforce the Health and Safety Culture with talks at random points and **preferably one every week.**

Toolbox Talk Given by (name and CITB Talk No. if relevant)	Company (write Bell if Bell Operative)	Position (job title)	No. of operatives given the toolbox talk	Date	Time

Reason for Toolbox Talk (tick one only)		
	Following an Incident	(tick)
	Periodic Reinforcement at least weekly (nothing wrong)	(tick)

Dangerous Occurrence, Bad Work Practice (or any Accident) details here: -

Details:

It is essential that this register is sent to branch administration once complete for training records.

Toolbox Talk Subject		
Operative Name (Print)	Company	"I attended a toolbox talk on the subject matter"
		Signed by operative
		Signed by operative
		Signed by operative
		Signed by operative
		Signed by operative
		Signed by operative
		Signed by operative
		Signed by operative
		Signed by operative
		Signed by operative

Tick here if continued over leaf ☐

Rev 1 Sheet__ of__ BS 007

Managing Risk

Managing Sub-Contractors

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Sub-Contractor RAMS Approval
Bell Safe Form BS 017

This RAMS (**Risk Assessment and Method Statement**) Approval Form must be used whenever a Bell Group sub-contractor is used. You MUST check, with head office, that the sub-contractors are on the Bell Group Sub-Contractor approval list and have been verified as approved. ALL RAMS NEED TO BE APPROVED by Bell Group Management prior to work starting.

Bell Sub-Contractor	Scope of work	Start date	Finish date

CONSIDERATIONS (to be addressed by Bell Group Manger/ supervisor)	Y (OK)	N (Fail)	NA (OK)
1. Has the contractor's RAMS been fully considered in-line with on-site expectations?			
2. Has site access, site set-up, welfare arrangements, waste removal, public interface, specific work at height solutions (MEWP's, tower etc) and all on-site rules been discussed with the contractor?			
3. Has the contractor made provisions for their own work supervision if Bell Group are absent from site?			
4. Method Statements reviewed.			
5. Risk Assessments reviewed.			
6. COSHH Assessments reviewed.			
7. Noise Assessments.			
8. Hand Arm Vibration.			
9. Manual Handling.			
10. Working at Height.			
11. Plant Details.			
12. Mandatory Training Certificates & required training for the project reviewed. Current Asbestos Awareness certificate checked (within 12 months)			
13. Test Certificates.			
14. Confined Spaces.			
15. Lifting Plans.			
16. Young Persons.			
17. Waste.			
18. Delivery to Site (Wide loads/offloading etc).			

APPROVAL REVIEW PROCESS

1. When approved, a copy of this form should be given to the Subcontractor prior to work starting on site.
2. Where problems or deficiencies are identified the form should NOT be signed, and work MAY NOT begin. A copy of the form should be given to the subcontractor to inform them of the defects and allow them to take corrective action.
3. Completed forms should be filed with the subcontractors RAMS documentation.

Rev 3 Sheet__ of__

Things to be aware of ;

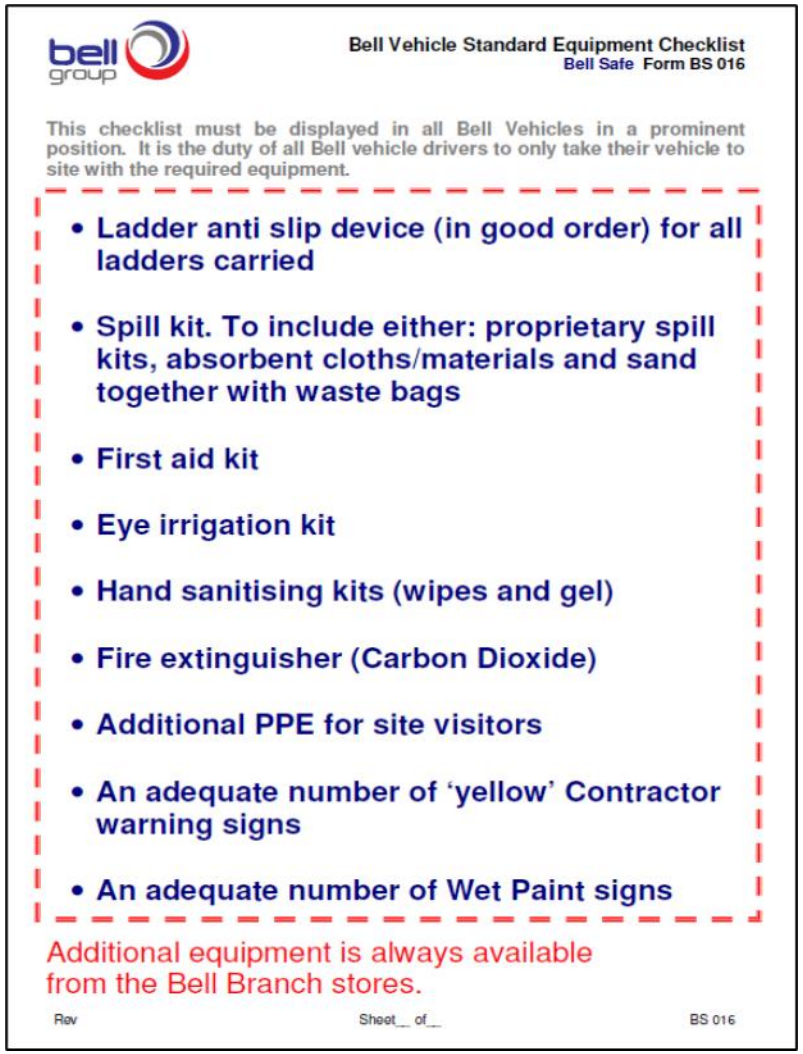
- Van contents
- MEWP’s pre user checks
- Fire and Emergency Plan
- Ladder inspection register (site)
- Scaffold checks
- The N drive all H&S Systems available

BE AWARE

BE PREPARED

Things to be aware of ;

Van Contents



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Bell Vehicle Standard Equipment Checklist
Bell Safe Form BS 016

This checklist must be displayed in all Bell Vehicles in a prominent position. It is the duty of all Bell vehicle drivers to only take their vehicle to site with the required equipment.

- Ladder anti slip device (in good order) for all ladders carried
- Spill kit. To include either: proprietary spill kits, absorbent cloths/materials and sand together with waste bags
- First aid kit
- Eye irrigation kit
- Hand sanitising kits (wipes and gel)
- Fire extinguisher (Carbon Dioxide)
- Additional PPE for site visitors
- An adequate number of 'yellow' Contractor warning signs
- An adequate number of Wet Paint signs

Additional equipment is always available from the Bell Branch stores.

Rev Sheet__ of__ BS 016

Things to be aware of ;

MEWP’s pre user checks

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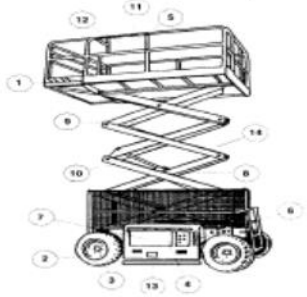
Pre User and Daily Inspections Checklist
Bell Safe Form BS 020

This Pre User and Daily Inspection Checklist must be set up and used on any project **before any MEWP's work** is undertaken. Reference must be made to the Bell Group **Fall Protection Policy Bell Safe** Form BS 018. The Pre-User checks will also include ensuring that a **MEWP's Work at Height Rescue Plan** is implemented using **Bell Safe** Form BS 019. ***This Form provides pre user and daily checks which must be retained in the site Health and Safety File.***

The purpose of inspecting a MEWP is to ensure that it is safe, complete, that it works properly and that it is clean. You must inspect the entire machine that is the power source, all working parts, the structure and the vehicle mounting (where applicable). Operators are required to inspect this vehicle prior to use in accordance with the checklist provided. Any reported faults should be bought to the attention of Bell Site Management.

MEWP'S Inspection checklist

No.	Item	Check For	Tick/sign
1	The platform	Cracks, distortion, pins secure, clean, free from grease and oil	
2	Tyres	Damage, foreign bodies, correct tyre pressure (as applicable)	
3	Wheel nuts	Correct tension	
4	Brakes (brake fluid)	Check levels and efficiency	
5	Lights & horn	Good working order	
6	Fuel, engine oil, coolant, battery levels	Correct levels	
7	Batteries	Clean, free from corrosion, secured	
8	Structural integrity	All structural parts must be free from cracks and damage	
9	Powered movement controls	Correct function of telescopic, raising, lowering, slewing, steering controls	
10	Hydraulic fluid levels	Correct levels	
11	Communication system (as applicable)	Check for effective working. Communication between platform and ground level must be in good working order	
12	Emergency systems	Must be fully functional	
13	Pot hole protection device (scissor only)	Check functionality, both sides.	
14	Platform lowering alarm (scissor only)	Check	



Rev 1 BS 020

BE AWARE
BE PREPARED

Things to be aware of ;

Fire and Emergency Plan

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Fire and Emergency Standards
Bell Safe Form BS 008

1.0 INTRODUCTION

These fire safety standards will be implemented on all Bell Group sites. Bell Group have fully considered the HSE Guidance booklet "Fire Safety in Construction Work". A full Bell Group Fire and Emergency Plan will be developed where the site circumstances require one, because the site fire arrangements are compromised by Bell Group's planned work (see CDM Plan BS 005a Appendix 8).

2.0 FIRE PREVENTION ON SITE

2.1 Reducing the amount of combustible materials on site.

Due to the constraints of site storage, materials will be delivered when they are to be used and transported to the area (floor) of the site where they are needed at that time.

No combustible materials will be stored in the entrance of the site or in any stairways, which form part of any escape route.

2.2 Storage of flammable substances on site.

All flammable materials (paints, varnishes etc) will be stored in a suitable secure area, which will be as near to a main escape route as practical.

2.3 Rubbish disposal.

A tidy site policy will be maintained on site during all works and daily waste removed and stored in the skip, which will be emptied at regular intervals.

2.4 Protective coverings.

During the projects fit-out stages some protective coverings may be used. However in general these would be of fire retardant material. The use of flammable protective covers to doors, handles, panels and floor coverings will always be strictly prohibited in the main escape routes and including corridors and stairways.

2.5 LPG cylinders.

All cylinders on site will be stored, when not in use, in a storage facility established in the site compound. LPG will not be used in an established welfare or office facility on this project.

2.6 Stripping out work.

All stripping work will be fully planned before work starts and specific precautions taken by the site manager to ensure that no existing services will be disturbed which could result in the ignition of buried gas services etc.

3.0 REDUCING IGNITION SOURCES

3.1 Smoking on site.

Smoking on any part of this site will not be acceptable except in designated areas as flammable materials may be stored close by in a storage facility.

Rev Sheet__ of__ BS 008

Things to be aware of ;

Ladder inspection register (site)

bell group

Ladder Inspection and Register
Bell Safe Form BS 015

Bell Group managers, supervisors and foremen must ensure that all ladders are inspected on any project before being used and then weekly inspections. This is supported by the operatives daily pre user checks (PUWER) and their **MONTHLY ladder tags signing.**

Ladders and step ladders

Class 1 – heaviest duty industrial not used by Bell

BS-EN131 (similar but better than the old Class 2) – for lighter work and painting as used by Bell

Class 3 – light domestic usage – NOT TO BE USED BY Bell Group

Note: Damaged ladders must be removed from site immediately and not be left in the site store.

Check the stiles – make sure they are not bent or damaged, as the ladder could buckle or collapse.

Check the feet – if they are missing, worn or damaged the ladder could slip. Also check ladder feet when moving from soft/dirty ground (eg dug soil, loose sand/stone, a dirty workshop) to a smooth, solid surface (eg paving slabs), to make sure the foot material and not the dirt (eg soil, chippings or embedded stones) is making contact with the ground.

Check the rungs – if they are bent, worn, missing or loose the ladder could fail.

Check any locking mechanisms – if they are bent or the fixings are worn or damaged the ladder could collapse. Ensure any locking bars are engaged.

Check the stepladder platform – if it is split or buckled the ladder could become unstable or collapse.

Check the steps or treads on stepladders – if they are contaminated they could be slippery; if the fixings are loose on steps, they could collapse.

When doing an inspection, look for:

- twisted, bent or dented stiles;
- cracked, worn, bent or loose rungs;
- missing or damaged tie rods;
- cracked or damaged welded joints, loose rivets or damaged stays.

Make pre-use checks and inspect ladder stability devices and other accessories in accordance with the manufacturer's instructions.

Ladder No.	Description	Action required/ comments	Declaration: "The ladder is fit for usage on a Bell site"	Date:
			sign: print:	
			sign: print:	
			sign: print:	
			sign: print:	

Rev 1 Sheet__ of__ BS 015

BE AWARE
BE PREPARED

Things to be aware of ;

Scaffold Checks

bell group

Scaffold Register and Inspections
Bell Safe Form BS 014

All scaffold type platforms must be inspected by a COMPETENT AND TRAINED person before being used and then every seven days. If this inspection is undertaken by a Bell Group manager, supervisor or foreman who must hold the relevant qualifications (experience is not enough).

Project:

Type of scaffold (tick one)	Location on site:
- Tied (tube and clip). ☐ - System scaffold. ☐ - Tower platform. ☐ - Temporary works ☐ - Other (specify) ☐	Purpose on the project:
	Contractor erecting:
Hand over certificate: Date:	Signed by:
Detail qualifications of the person carrying out this inspection?	

Date of weekly statutory inspection (or inspection if altered):

Any concerns or improvements required:-

Signed:		Bell Manager / Supervisor	Date:

Rev 1 Sheet__ of__ BS 014

BE AWARE

BE PREPARED

Things to be aware of ;

The N drive Forms are available to help manage projects.

Site File Index

1.	Register:	BS 001 - Site Register
2.	Site Checks:	BS 002 - Daily Site Checks
3.	Induction:	BS 003 - Site Induction Register
		BS 004 - Site Induction Checklist
4.	CDM Plans	(use either BS 005a, BS 005b, BS 005c or BS 005d):

BS 005a - Bell CDM Plan

Appendices: -

1. Health & Safety, Environmental and Quality Policy Statements
2. Risk Assessments
3. COSHH Assessments
4. Training Records
5. CDM F10 copy
6. Sub-contractor safe system of work
7. Asbestos Management Plans / Registers and Surveys
8. Fire and Emergency Plan

BS 005b - OSCA Minor Works CDM Plan

BS 005c – Point of Work Risk Assessment (for MoD contracts only)

BS 005d – Void Work Project Plan

5.	Inspection:	BS 006 - Site Inspection Report
6.	Toolbox Talks:	BS 007 - Toolbox Talk Register
7.	Fire and Emergency:	BS 008 - Fire & Emergency Plan
8.	Accident and Incidents:	BS 009a - Incident Reporting Procedure
		BS 009b - Company Incident Record
		BS 009c - Incident Witness Statement
9.	Site Specific:	BS 010 - Site Specific Method Statement
		BS 011 – Project Specific Risk Assessment
10.	Equipment (PUWER):	BS 012 - Plant and Equipment (LOLER) Register and Checks
		BS 013 - Harness and Lanyard Inspections
11.	Work at Height:	BS 014 - Scaffold Register and Inspections
		BS 015 - Ladder Inspection and Register
		BS 015a- Ladder Return Report
12.	Vehicle Checks:	BS 016 - Bell Vehicle Standard Equipment Checklist

BE AWARE

BE PREPARED

Things to be aware of ;

The N drive Forms are available to help manage projects.

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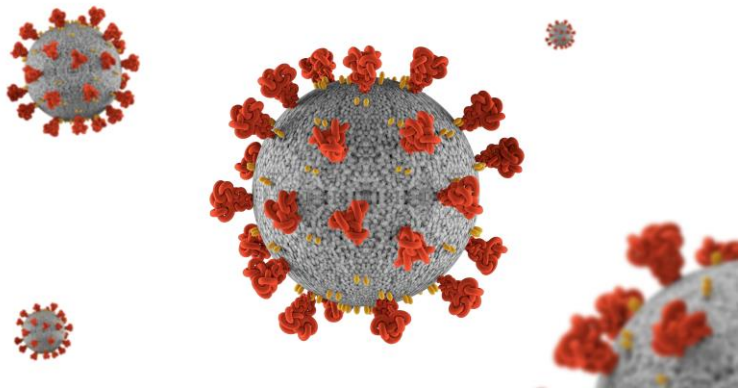
BE AWARE

BE PREPARED

COVID-19

You must ensure you are familiar with all of our Covid 19 standards and procedures including the new CV001-CV017 forms.

- You must keep your hands clean by using an alcohol-based hand sanitiser or washing your hands on a regular basis.
- When coughing and sneezing cover your mouth and nose with your elbow or a tissue – throw the tissue away immediately and wash your hands.
- Avoid close contact with anyone. Employ social distancing measures. Minimum of 2 metres apart where possible.
- Do not touch your eyes, nose or mouth if your hands are not clean.
- If you have high temperature, a new persistent cough and/or a loss of, or change in, your normal sense of taste or smell (anosmia) you must inform your line manager and self -isolate.



COVID-19

You must ensure you are familiar with all of our Covid 19 standards and procedures including the new CV001-CV017 forms.

- Do not work in teams (bubbles) of more than 3-4.
- PPE and access equipment will be supplied to your individual bubbles. DO NOT share with other teams.
- If sharing welfare facilities, welfare breaks must be staggered between your teams and all surfaces must be wiped down on entering and exiting any welfare provisions. Social distancing must be maintained.
- Workers must not enter properties under any circumstances without a Risk Assessment (CV003, CV006, CV007 or CV009) authorised by a Contracts Manager. This is to safeguard yourself and others and minimise your risk of picking up the virus.
- No food or drink must be offered or accepted to residents/tenants under any circumstances

10 Minute Comfort Break

Breakout Exercise

Project Brief

Breakout Exercise Feedback

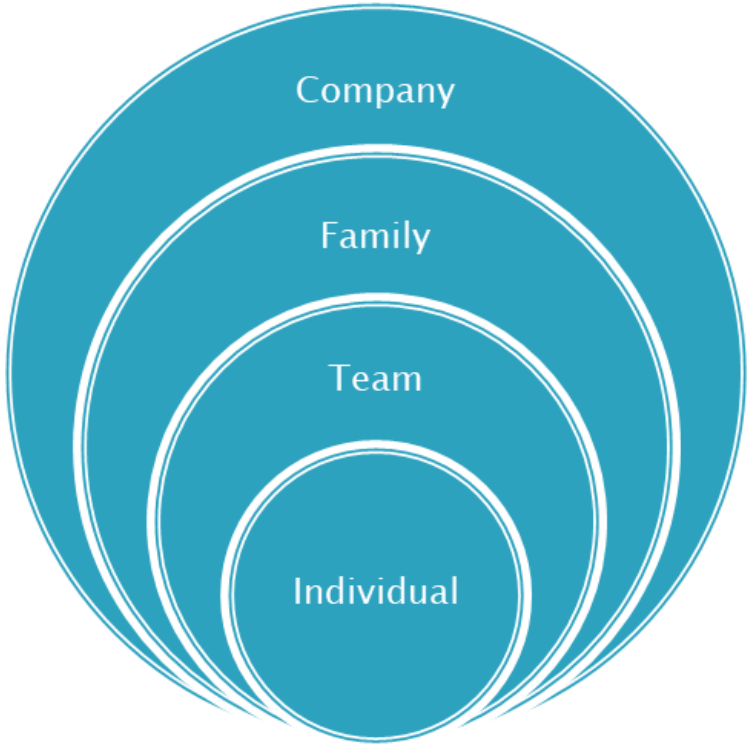
PEOPLE	ENVIRONMENT
• CLIENT • EMPLOYEES • RESIDENTS • SUB-CONTRACTORS • OTHER CONTRACTORS • PUBLIC & 3RD PARTIES	• WEATHER CONDITIONS & FORECAST • WATER COURSES • TRAFFIC • PRESENCE OF SCHOOLS, SHOPS ETC. • MATERIAL CHOICE • WASTE MATERIALS • PROJECT DELIVERY IMPACT – DUST, NOISE ETC
ACCESS	**RESOURCES**
• SAFE ACCESS & EGRESS TO SITE • PUBLIC REQUIREMENTS & SEGREGATION • WORK AT HEIGHT REQUIREMENTS • DELIVERIES & COLLECTIONS • TIME, TRAFFIC & ROUTE PLANNING • RESTRICTIONS & PERMITS	• PRE-CONSTRUCTION INFORMATION • LABOUR • MATERIALS • PLANT & EQUIPMENT • SKILL REQUIREMENTS & LICENCES • DELIVERY TIMES • COST MANAGEMENT

Accident & Incident Reporting

- Importance of reporting Near Misses
- Accident Reporting

Group Discussion

Assessing the Impact of Accidents



10 Minute Comfort Break

Managing People
Managing Performance
Managing Health

Managing performance

- Central to the relationship between managers and employees. Line managers get the best out of their teams
- Increases motivation and engagement
- Line managers have the greatest influence on staff performance and engagement
- Year round process
- Identifying and correcting poor performance is a key priority.

Managing performance

What does good performance look like?

Punctual
Correct use of PPE
Safe Practice
Hardworking/Engaged
Takes pride in their work
Tidy Work Area
Produces consistent work
Communicates effectively
Team player

Recognising Good Performance

The simple things;

'Thank you'

Promoting Good Performance

We can further promote good performance through;

- Regular dialogue with the team

- Feedback

- Encourage progress and identify possible issues

- Know Your Team – Manage by Walking Around
- Why managing performance is key to employee engagement

- Listening
- Understanding
- Agreeing Actions

- Know your Team - Manage by Walking Around

Good Performance Management

Good performance management helps everyone in the business to understand:

- What the business is trying to achieve
- Their role in helping the business achieve its goals
- The skills and competences they need to fulfil their role
- The standards of performance required
- How they can develop their performance and contribute to the development of the business
- How they are doing
- When there are performance problems and what to do with them

Taking Positive Action to Address Performance

- Problems should be identified early on
- Do not gloss over the issue
- Confidence in approaching the issue

Understanding & Addressing Performance Issues

- Regular dialogue helps minimise under performance
- Support and coaching
- Don’t jump to conclusions
- Reasons for underperformance
- Agree practical solutions
- Performance improvement plan

Dealing with Discipline

Deal with issues promptly

Deal with issues fairly

Act consistently

Transition from team member to manager

Managing Wellbeing

What is wellbeing?

Importance of wellbeing inside and outside the workplace

Improved wellbeing linked to improved performance

Job satisfaction improves wellbeing

Managing Wellbeing

Some facts…

1 in 4 of us will experience some kind of mental health issue each year.

Nearly 50% of long term sickness absences caused by a mental health problem.

Male site workers in construction are three times more likely to die by suicide than the average for UK men.

Research suggests that in the construction sector, people could be 10 times more likely to die due to committing suicide than from on site accidents.

Managing Wellbeing

What can line managers do to support their teams and their wellbeing?

The easiest thing that we can all do is talk
Be aware of the signs
Be alert to changes in employee appearance and behaviour
Create a safe environment so employees can open up to you if they need to
Be supportive
Regularly refresh key messages around Health & Wellbeing in all branch and site meetings
Encourage employees to access the professional support services via the Employee Assistance Programme
Create a culture of openness

How We Can Support and Maintain Employee Wellbeing

- Allowing a degree of autonomy
- Embed employee engagement
- Lead by example
- Good communication and relationship with team members – be available to the team
- Treat people as individuals
- Variety of work
- Sense of feeling valued
- Open communication including feedback and regular dialogue
- Supportive supervision
- Positive interpersonal contact
- Considering training requirements
- Physical security
- Fairness in the workplace

Equality & Diversity
Fairness, Inclusion & Respect

What is equality and diversity?

Impact of discrimination on employees

Image and reputation of the company

Line Manager responsibilities

Equality & Diversity
Fairness, Inclusion & Respect

It is unlawful to discriminate against people at work because of nine areas termed in the legislation as protected characteristics:

Age
Gender Reassignment
Being married or in a civil partnership
Being pregnant or on maternity leave
Disability
Race including Colour, Nationality, Ethnic or National Origin
Religion or Belief
Sex
Sexual Orientation

Interactive Scenarios/Discussion

Discrimination by Association

Discrimination by Perception

Unconscious Bias

A father and son are involved in a car accident. The father was pronounced dead at the scene of the accident. The son was seriously injured and taken to a nearby hospital by an ambulance. He was immediately taken to the A&E department. A surgeon attended to assist. Upon seeing the patient the surgeon exclaimed “Oh my god, its my son!”

Can you explain this?

Recap of the Day

- An acknowledgement that First Line Managers play a pivotal role in the business
- That there are business processes in place to support you in your role
- A clearer understanding of your job role & Organisational expectations
- A greater understanding of your own behaviours, that of the team and how these may impact on others
- That you are valued are supported & we are committed to your development

Reflection

Did the training meet your expectations?

What have you learnt today?

Will you do anything differently as a result of the training?

What are the 3 main things you will take away with you from the training and improve