“Building the Foundations”

First Line Managers Development Programme

LEADING BY EXAMPLE

Our Core Values

- Career Development and Training for Employees
- Employment Stability for Employees
- Putting our Customers first.
- Leaving a legacy
- Open door approach of Management.
- Good communication
- Instilling a passion and empowering our employees
- Benefit from a Diverse Workforce
- Promoting Equality of Opportunity

OUR PEOPLE
ARE OUR
GREATEST ASSET

- 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

Leadership expectations of First Line Managers

What Work Related Tasks do I need to undertake in my role as a First Line Manager?

1. TEAM

2. PEOPLE

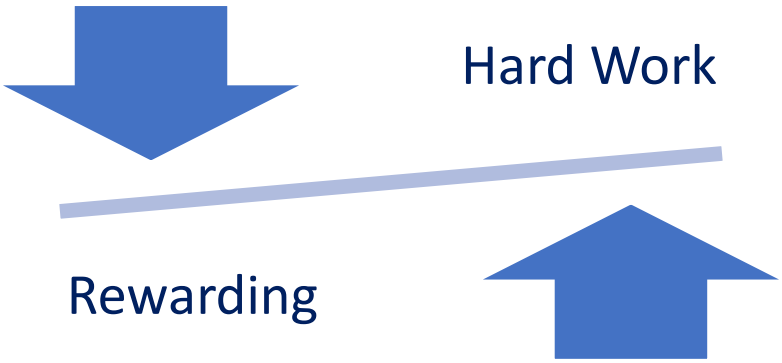
3. SAFETY

4. CUSTOMERS

5. PLANNING

6. EQUIPMENT & MATERIALS

The Effective First Line Manager



- Support from the Branch team
- Right tools for the job – resource, equipment, tools
- Good quality operatives producing a consistent standard of work
- To be trusted and have people you can trust
- A motivated workforce

What Support do I need to be effective in my role?

Work Related 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: Estimating Minor Works Projects & variations (where not done by CM)
- 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

Work Related Tasks – Notes

A Good Technique for Motivating People

It's What All Good Managers Do!

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?

It's 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

Quality Management

Why is Quality Important – Getting Things Right First Time?

What's the resulting impact of Poor Quality?

Behavioural Safety

"A process that creates a safety partnership between management and employees that continually focuses people's attentions and actions on theirs, and others, daily safety behaviour."

Key Beliefs

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

What are my Health & Safety Responsibilities as a First Line Manager?

-
-
-
-
-
-

Health & Safety Related Tasks

Construction (Design & Management) Regs 2015

The aim of the CDM Regulations is to improve Health & Safety in the Construction industry by helping you to;

- Safely Plan Work
- Manage the Risks from Start to Finish
- Have the Right People, for the Right Job at the Right time

Ask yourself these questions in regard to your own CDM Duties;

- Do you understand the current Bell Safe Forms & Content of those forms?

  Yes ☐ No ☐

- Are you able to select the appropriate forms?

  Yes ☐ No ☐

- Are you able to complete all the Bell Safe Forms correctly?

  Yes ☐ No ☐

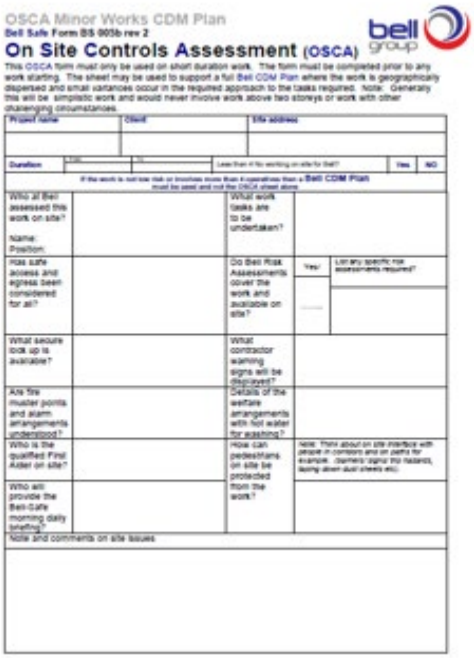
- Are you confident in maintaining the On Site CDM Folder?

  Yes ☐ No ☐

If you have answered NO to any of the above questions or have identified any other areas relating to CDM Regs and the CDM File set up that require any further development, make a note of it here.

Areas for Development

On Site Controls Assessment (OSCA)



OSCA Minor Works CDM Plan

Bell Safe Form BS 005b rev 2

On Site Controls Assessment (OSCA)

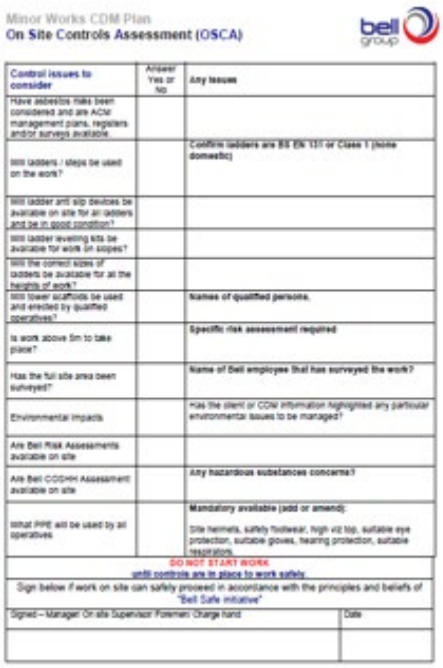
This OSCA form must only be used on short duration work. The form must be completed prior to any work starting. The sheet may be used to support a full Bell CDM Plan where the work is geographically dispersed and small variances occur in the required approach to the tasks required. Note: Generally this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

Project name	Client	Site address

Duration			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 above

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, laying down dust sheets etc.
Who will provide the Bell-Safe morning daily briefing?				
Note and comments on site issues				



Minor Works CDM Plan

On Site Controls Assessment (OSCA)

Control issues to consider	Answer Yes or No	Any issues
Have asbestos risks been considered and are ACM management plans, registers and/or surveys available		
Will ladders / steps be used on the work?		Confirm ladders are BS EN 131 or Class 1 (none domestic)
Will ladder anti slip devices be available on site for all ladders and be in good condition?		
Will ladder levelling kits be available for work on slopes?		
Will the correct sizes of ladders be available for all the heights of work?		
Will tower scaffolds be used and erected by qualified operatives?		Names of qualified persons.
Is work above 5m to take place?		Specific risk assessment required
Has the full site area been surveyed?		Name of Bell employee that has surveyed the work?
Environmental Impacts		Has the client or CDM information highlighted any particular environmental issues to be managed?
Are Bell Risk Assessments available on site		
Are Bell COSHH Assessment available on site		Any hazardous substances concerns?
What PPE will be used by all operatives		Mandatory available (add or amend): Site helmets, safety footwear, high viz top, suitable eye protection, suitable gloves, hearing protection, suitable respirators.

DO NOT START WORK until controls are in place to work safely.

Sign below if work on site can safely proceed in accordance with the principles and beliefs of "Bell Safe initiative"

Signed – Manager On site Supervisor Foremen Charge hand	Date

Use of OSCA – The Bell Safety Services Rules;

1. The OSCA form should only be used on Short Duration work
2. The OSCA form must be completed <u>prior</u> to any work starting
3. The OSCA sheet may be used to support a full CDM Plan where the programme of work is geographically dispersed and small variances occur in the approach to required tasks
4. The OSCA form should only every be used for simplistic work
5. The form <u>should never</u> be used for work above two storeys or work that involves challenging circumstances

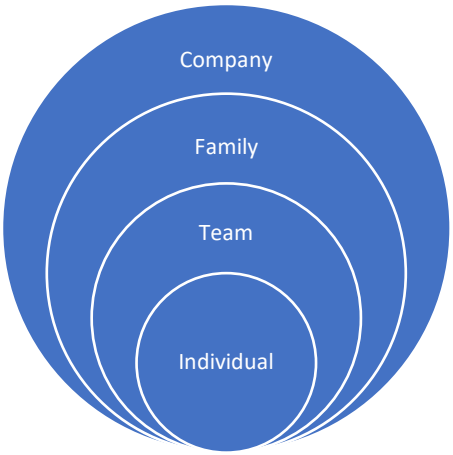
Accidents & Near Miss Reporting

Are you are aware of the Near Miss & Accident Reporting Procedure?

Why is it important to report all Near Misses?

List what can be done to ensure we prevent Accidents?

Do you understand the wider impact that happens when accidents occur?



Part A: People involved (witnesses or other significant parties involved)

Complete for all parties involved	Complete	Complete
Name	Contractor/ Employer	Role on site
Name	Contractor/ Employer	Role on site
Name	Contractor/ Employer	Role on site
Name	Contractor/ Employer	Role on site

Part B: About the incident

What happened (generally).
To be completed by Bell Managers and/or Supervisors

Incident Involving	Tick
Fall from height	
Cable strike (Note: LV or HV) and/or Electric shock	
Moving Plant and equipment	
Work at Height	
Scaffolding	
Storage of materials	
Slips and trips	
Ground conditions/ Weather conditions	

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

Behavioural wellbeing culture at the Bell Group

13. **Additional Supporting documents**

BS 017 – Sub-Contractor RAMS Approval Form
BS 018 – Fall Protection Policy
BS 019 – Work at Height Rescue Plan
BS 020 – MEWP's Pre-User & Daily Inspection Checklist
BS 021 – Environmental Incident Form
BS 022 – Site Inspection Follow Up Report
BS0 23a – Hot Works Permit
BS0 23b – Hot Works Register
BS0 24a – Emergency Drill Report Form
BS0 24b – Emergency Drill Guidance Document
BS0 28 – CDM Health & Safety File Format

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. Signed by operative	Arrival time	Departure time

Rev 2 Sheet__ of__ BS 001

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
	Changes of circumstances considered?	tick	Name (print)
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
	Changes of circumstances considered?	tick	Name (print)
Wednesday	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
	Changes of circumstances considered?	tick	Name (print)
Thursday	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
	Changes of circumstances considered?	tick	Name (print)
Friday	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
	Changes of circumstances considered?	tick	Name (print)

Rev 2 Sheet__ of__ BS 002

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			

Rev 2 Sheet__ of__ BS 003

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 to unsafe behaviour.
2. If you see a problem- help solve it.
3. Think before you act.

3 WORKER CONSULTATION AND THE OPEN DOOR POLICY

4 SAFE ACCESS AND EGRESS TO SITE

5 PROTECTION OF ON SITE CLIENTS AND OTHER THIRD PARTIES

6 PEDESTRIAN/ PLANT INTERFACE SAFETY

7 DELIVERY PROCEDURES AND SAFE STORAGE ON SITE (If available)

8 ENVIRONMENTAL CONSIDERATIONS PARTICULAR TO THIS SITE

9 WELFARE ON SITE (or welfare arrangements on transient sites)

10 SITE WORK HOURS

11 FIRE ACTION AND EQUIPMENT/ RAISING THE ALARM

12 FIRST AID POINTS, FIRST AIDERS AND ACCIDENT REPORTING

13 PPE STANDARDS ON SITE

14 SPECIFIC NO GO AREAS

15 NOISE PROTECTION AREA

16 SPECIFIC ASBESTOS ISSUES (ACM RISK)/ DETAILS OF THE ASBESTOS REGISTER

17 PLANT AND TOOLS SAFETY REGISTER (Note: User to daily inspect all Plant and Equipment).

18 TRAFFIC MANAGEMENT PLAN

19 ELECTRICAL SUPPLY ON SITE

20 MANUAL HANDING RESTRICTIONS

21 LONE WORKING POLICY

22 WORK AT HEIGHT (daily visual ladder/steps/hop-ups checks by all operatives and monthly signing tags/ labels) for all equipment.

23 ANTI SLIP DEVICES ALWAYS AVAILABLE AND USED APPROPRIATELY

24 SAFE ERECTION OF TOWER SCAFFOLDS BY COMPETENT PEOPLE ONLY

25 SITE RULES IN GENERAL

26 ANY QUESTIONS

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

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.

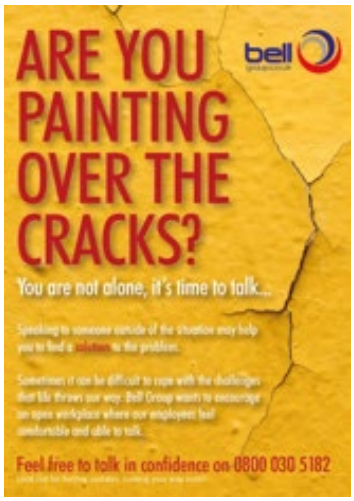
Rev Sheet__ of__ BS 016

Managing Health & Wellbeing

Good Mental Health is characterised by a person's ability to fulfil a number of daily key functions and activities including forming and maintaining relationships with others.

Poor Mental Health is associated with emotional distress and is very common. The onset of poor mental health can happen for many reasons.

Opening up about Mental Health and recognising poor Mental Health amongst our family, friends and work colleagues is more important than ever



Self-Reflection

Self-reflection helps to build emotional self-awareness. By taking the time to ask yourself the important questions, you gain a better understanding of your emotions, strengths, weaknesses and driving factors.

In the workplace reflecting helps you to develop your skills and review their effectiveness, rather than just carry on doing things as you have always done them.

To support with your reflection you may wish to ask yourself these questions;

1. Is there anything that hinders your ability to be an effective leader, if so what and how can we support you to change this?
2. Is there anything you would change in your team following today's training?
3. Is there any further training and development you can think of that would further support you in your role as a first line manager?

Things I Would Change/Do Differently and/or Further Training Needs

Sometimes we have to take a step BACK to see that we are moving FORWARD in the right direction

Notes Page

Notes Page

Programme Content Developed by Julie Lawrenson

National Training & Development Manager

Intellectual Property Rights @ Bell Group 2020