



Pendle Borough Council



Stephen Barnes was an accountant before becoming Director of Finance at Pendle Borough Council (BC); he was appointed CEO in 1993. He is keen to meet his responsibilities as CEO and effectively manage risks to the organisation. Steve Traynor has been Personnel Manager at Pendle BC for 15 years and is the nominated Health and Safety Director.

DRIVERS FOR LEADERSHIP

The main drivers for leadership in health and safety at Pendle BC were the HSC guidance published in 2001 and growing requirements for improved corporate governance within local authorities. The Directors wanted to respond to new regulations and manage increasing corporate risks and costs. They also wanted to produce sustainable and continual improvement whilst integrating health and safety into the ethos of the organisation.

No. of employees	650
Business Sector	Local Government
Business Activities	Provision of Public Services
Location	Nelson, Lancashire

"Health and safety must be part of the culture of the organisation, not an add on. It has to be integrated as part of the running of a successful business."

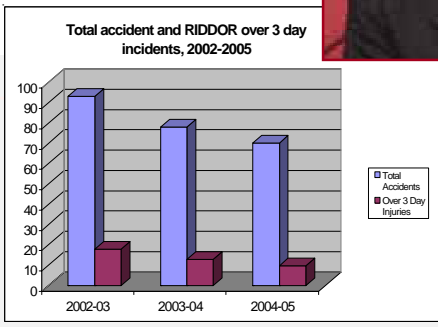
Steve Traynor, Personnel Manager, Pendle Borough Council

VALUE OF LEADERSHIP

- ✓ Increased accessibility of Directors and speed of decision making and a structure for ongoing improvements
- ✓ Employee ownership of health and safety
- ✓ Directors provide a strategic perspective for health and safety
- ✓ Improved partnerships with external organisations
- ✓ Union representatives have direct access to the Board



Stephen Barnes



"Over the past 12-18 months the Council has been taking a much more progressive and active role in managing the health and safety of its employees and other persons affected by its operations. Initiatives that have been particularly welcomed have been a more robust approach to risk assessments and workplace inspections, an increased emphasis on health and safety training, promoting health and safety partnerships with contractors and joint initiatives with Unison safety representatives and regulatory bodies."

Stu Arnott,
UNISON Health and Safety Representative

BENEFITS OF LEADERSHIP

- ✓ Raised public profile with Pendle BC becoming a benchmark for other local authorities via the HSE Local Authority Leaders pilot scheme
- ✓ Staff attitude survey show reduced absenteeism, improved staff morale, better staff retention and increased productivity
- ✓ Safer working environment and reduced risk of health and safety problems
- ✓ Increased health awareness and early diagnosis and prevention of illness



STEPHEN'S MESSAGE TO OTHER DIRECTORS IS...

"Risk management has to be at the heart of business management and health and safety is a major element of that process. It must be incorporated into the day to day running of all service areas."

HOW WERE ARRANGEMENTS DEVELOPED?

Government guidance on health and safety and corporate governance prompted a restructuring of health and safety management and the development of a new strategy. A comprehensive health and safety audit and consultation with the workforce and Unison & GMB contributed to the strategy.

CURRENT BOARD ARRANGEMENTS

The Board consists of CEO Stephen Barnes, Personnel Manager Steve Traynor and seven other executives. As CEO, Stephen Barnes is legally responsible for health and safety. Steve Traynor is the nominated Health and Safety Director and champion in line with HSC guidance. He takes a technical role in the implementation of the health and safety strategy. Pendle BC has just developed a public/private partnership arrangement with Liberata who will now provide a number of the Council's services. The management of health and safety however continues to be managed at Board level, within the Council.



WHAT WAS DONE?

- Health and safety management and systems were reorganised
- Steve Traynor was nominated Health and Safety Director
- Annual risk audits were introduced for every service area and annual health and safety action plans are developed from these
- Ownership of health and safety was created at all levels and all new staff are inducted in health and safety requirements
- There was full cooperation and coordination with the workforce and Unions
- All Council operational services have a health and safety representative

DIRECTOR'S ENGAGEMENT

- Directors meet all new staff as part of their health and safety induction process
- All Directors and Service Managers participated in a half day health and safety training in 2003 and a further half day on stress management in 2004
- Introduced Work/Life Balance Strategy in 2003 and regular occupational health promotion and screening events
- Presents new health and safety initiatives for approval to Scrutiny Committees and monthly Executive meetings

WHAT DOES THE DIRECTOR DO?

"The Directors are very accessible and there are no barriers to communication with them. They support us and let us get on with the job."

Michelle Molloy & Andrew Welton, Senior Personnel / Health and Safety Officer, Pendle Borough Council

"He has supported Unison's involvement with training our health and safety reps and has been involved with the new Lone Working Policy."

David Lambert, UNISON Representative

✓ Steve Traynor chairs the quarterly Union Health and Safety Representatives Working Group (UNISON and GMB)

✓ Promotes and leads health and safety initiatives, training and workshops

✓ Presents new health and safety initiatives for approval to Scrutiny Committees and monthly Executive meetings

✓ Stephen Barnes chairs the monthly Service Managers meeting, where health and safety is regularly on the agenda