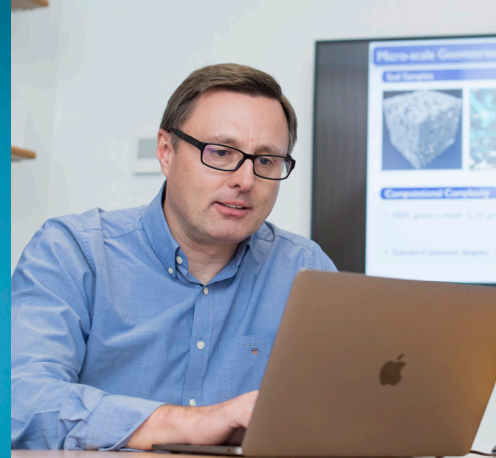




University of
Nottingham

UK | CHINA | MALAYSIA

Health and Safety Strategic Improvement Plan



Preface and ambition

At the University of Nottingham we care for our staff, students and visitors and want our campuses to be safe, healthy and happy places to be.

Health and safety is integral in ensuring that the University maintains its competitive edge, for supporting our staff and students and empowering world-class research.

Over the last few years there have been a number of drivers that have contributed to increasing the focus on health and safety. These include new sentencing guidelines, an increasing focus on personal health and wellbeing, and social and political changes. More importantly, as an organisation we care deeply for our staff, students and visitors and recognise our moral and legal obligations to ensure we put the health and safety of our community first.

There are many areas of best practice across the University in terms of health and safety provision which are being drawn together and built upon to further strengthen our approach. This strategic improvement plan contributes to the University's overarching strategy and will enable good health and safety and associated practices within the University. We will achieve this through our six aims, all of which align with both sector and national guidelines.

Each aim is split into priority areas and resulting actions, along with positive and contra-indicators. These indicators give practical examples and describe what good health and safety should resemble.

Our vision for health and safety

To create a positive culture which ensures the safety and health of our entire University community.



Our health and safety principles



Our guiding principles will underpin the delivery and approach to health and safety across the University.

Collaborative

Working with and supporting colleagues and key stakeholders

Proportional

Risk based, always enabling and helpful

Systems focused

Integrated, transparent and accessible to key stakeholders

Assured

Effective monitoring and commitment to open feedback

Consistent

Driving consistency and best practice across the whole organisation, ensuring lessons are learned

Visible

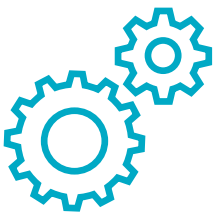
Ensuring health and safety is valued and visible at all levels of the organisation

Our six health and safety aims

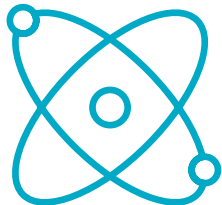


Our six aims provide a framework to deliver health and safety that supports our entire University community.

Systems



Specialisms



Community



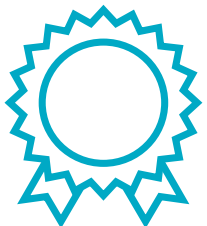
Communication

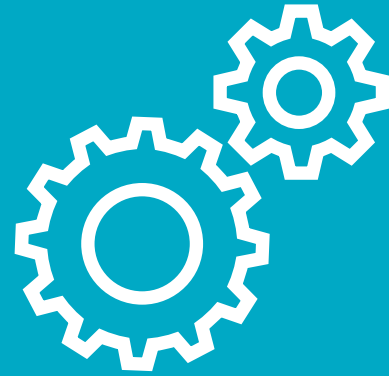


Knowledge



Assurance





Aim 1

Systems

Ambition: We will ensure effective and proportional systems for the management of health and safety are incorporated throughout all operations of the University. We will provide systems that are accessible, simple and embrace our digital future.

Priority areas

- Embedded and University-wide systems
- To ensure that health and safety systems and policies are created that start with legal compliance and build to establish best practice
- Ensuring links between risk mitigation, risk management, emergency and incident response, business continuity, and recovery are understood
- Policy that is accessible and up to date
- Structures for health and safety to enable best practice, including management arrangements
- Integration of health and safety through all operations
- Risk profiling, proportional risk assessment and holistic risk management
- Systems that support the function of the University
- Incident reporting and hazard management
- Digital systems which provide oversight and assurance on health and safety for leaders and managers

Actions

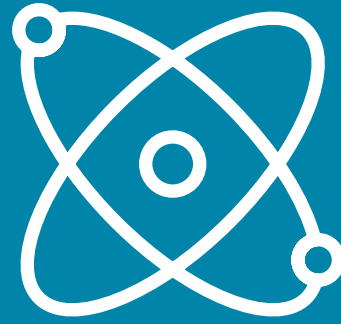
- Ensuring the seamless integration of health and safety management systems through the University
- Ensuring visible health and safety and a strong and visible Health and Safety team
- Having the appropriate policy structure in order to enable good health and safety practice
- Ensuring we have the right tools and systems (both digital and management systems)
- Ensuring we profile our risks and prioritise accordingly. Ensuring a proportional approach that embraces reasonable and managed risks
- Ensuring that we have effective and integrated risk management
- Creating and maintaining health and safety links with key partners

Positive indicators

- Health and safety is embedded throughout the University and links with key processes and systems, including risk and risk management
- Policy, arrangements and guidance are in place to manage health and safety
- Staff at all levels understand their roles within our health and safety systems
- Accurate hazard and risk registers are held for the University
- Modern systems are in place, which support and enable health and safety
- The University has a modern and enabling health and safety management system which links to other key systems and policies

Contra-indicators

- The Health and Safety team and key partners work in silos
- Policy and arrangements are not in place, not communicated and do not enable and support the primary aims of the University
- Hazards and risks remain unknown, potentially resulting in poor management of risks
- Under-reporting of accidents, incidents and near-misses or where systems are difficult to use
- The University does not see the benefit of effective risk management and does not see health and safety as a key risk mitigation mechanism
- Health and safety is not included in University risk registers
- People inadvertently do the wrong thing because they are unaware of University requirements
- The value of health and safety in emergency planning and business continuity is not understood
- Systems do not enable a positive health and safety culture or do not provide the oversight or level of assurance needed to be proactive
- Health and safety is not systemically integrated into the strategic aims and vision of the organisation



Aim 2

Specialisms

Ambition: Our university is a pioneer of innovation and research. We will embed pragmatic health and safety solutions that empower our community while ensuring a safe and healthy environment for all.

Priority areas

- Ensuring the provision of specialist health and safety advice and knowledge for all
- Appropriate and proportional controls and specialist risk management
- Scientific, engineering and medical specialist support, including:
 - radiation safety
 - biological safety
 - chemical safety
 - laser safety
- Machinery (design and build) safety is included from initial conception
- Recognising and reducing health risks and therefore limiting ill-health in the workplace
- Positive and constructive links with Occupational Health
- Ensuring effective fire safety and management
- Ensuring that our estates and facilities are designed and managed to minimise hazards

Actions

- Ensuring we have a competent and knowledgeable central Health and Safety team, to provide advice and support
- Ensuring our health and safety support keeps pace with our world-leading science and technology
- Ensuring local business units have knowledgeable and supported Health and Safety Coordinators
- Using our internal experts to learn and lead in our sector
- Ensuring we proportionally and appropriately manage our medium and high risk activities
- Supporting and ensuring a consistent approach across specialist and high risk areas

Positive indicators

- Competent specialist advice is provided by the Health and Safety team
- Policy and guidance is in place for specialist health and safety hazards
- Risk registers are in place and recognise specialist hazards
- Proportional controls are implemented and monitored to ensure we are not putting those in our community at risk
- New equipment and materials are purchased in accordance with best practice and licensing requirements
- The University understands and prioritises the health of our staff and students
- Health is included when assessing risk
- Occupational Health work in partnership with the Health and Safety team

Contra-indicators

- Management systems associated with specialist hazards are not in place and are not embedded within the operations of business units
- Registers are not in place and the University is unaware of the breadth of its specialist hazards
- Assurance and control of critical systems remain in silos
- Standards and systems for managing high risk and specialist hazards are not checked/audited
- The University fails to have the appropriate licences in place for key research
- University research is jeopardised due to breaches in health and safety
- When checked, standards fall below those expected by the University
- The Health and Safety team and business units are unable to keep up with and adapt to new innovation and technologies
- Robust emergency procedures are not in place for high risk and high consequence materials
- Health and wellbeing are not promoted
- We continue to miss opportunities to improve the health of our staff
- Health is not given the same priority as safety
- Occupational Health and the Health and Safety team work in isolation



Aim 3

Community

Ambition: To create and support a diverse, knowledgeable and empowered community where health and safety is visible and valued, where we work in partnership with staff and students.

Priority areas

- Proactive and engaged leadership
- Creating a positive, open and challenge culture for health and safety
- Working in partnership with staff (employees)
- Working in partnership with student representatives and enhancing the student experience
- Working in partnership with employee representatives
- The empowerment of our network of safety critical roles
- Ensuring an engaged safety community
- Ensuring visitors and temporary contractors are also considered
- Ensuring the effective management of our contractors
- Ensuring cooperative working with embedded partners
- Creating links with wellbeing, as a critical foundation for the University to achieve its wellbeing aspirations
- Working with other key stakeholders, such as embedded partners, funding bodies and regulators

Actions

- Empowering and supporting our leaders and managers at all levels
- To ensure that all leaders and managers understand their health and safety responsibility
- To ensure the University Executive Board is fully engaged on organisational health and safety matters and informed of organisation risks
- Building and supporting an engaged workforce in relation to health and safety and best practice
- Building a positive safety culture
- Ensuring we work with key partners, including staff and student representatives
- Ensuring we care for our entire University community, including visitors
- Ensuring the wellbeing of our staff and students and links between health and safety and the University’s Wellbeing Strategic Delivery Plan
- Ensuring we appropriately manage contractors
- Ensuring we work with regulatory bodies to anticipate statutory and other changes

Positive indicators

- Leaders at all levels throughout the organisation understand their responsibilities
- Managers and leaders engage in conversation with staff on health and safety matters
- Our entire University community values health and safety
- Ensuring collaborative working
- We talk to student and staff groups and engage them when making decisions in relation to health and safety
- We care for the safety, health and wellbeing of those within our University community
- Local Health and Safety Coordinators are trained and empowered
- The links between health and safety and wellbeing are well understood and leveraged for the good of the University
- Contractors, visitors and embedded partner organisations are appropriately managed and engaged with University health and safety policies

Contra-indicators

- The Health and Safety team works in isolation
- Collaboration with other professional service departments is lacking
- Leaders and managers do not visibly engage with health and safety, leading to de-prioritisation, disempowerment and disengagement
- Staff undervalue health and safety and the University has a poor safety culture, leading to poor standards
- Risky and unsafe behaviours are commonplace
- Students and staff are not involved in key decisions, reducing engagement and leading to potential implementation of inadequate solutions
- Staff wellbeing is not valued or integrated into wider activities
- Contractors are not well managed
- Visitors are not considered within the University’s health and safety systems



Aim 4

Communication

Ambition: We understand the importance of having clear, simple and transparent communication. We will communicate appropriately with the entire University community, ensuring we are accessible and open.

Priority areas

- Ensuring effective and transparent committees
- Ensuring the health and safety website is an excellent resource for our entire community
- Producing documents and guides that are accessible and easy to understand
- Provision of expert support
- Ensuring an annual conference and update forums are held
- Utilising existing communication methods
- Ensuring branding is in line with University requirements
- Ensuring communication on health and safety is embedded into existing systems
- Using digital tools
- The promotion of health and safety and creation of a positive culture

Actions

- Ensuring we have effective committees that are representative of our entire community
- Providing clear and simple policy and guidance
- Ensuring an accessible and simple repository for health and safety information
- Working with key partners to develop University systems
- Embedding communication on health and safety through existing networks
- Using events and conferences to enhance knowledge and promote health and safety
- Writing our documents in simple and accessible language that is fit for purpose for the audience

Positive indicators

- Our community feels engaged on health and safety matters
- Our community has the information it needs to promote and practice good health and safety principles
- Quality guidance is accessible and used by staff and students
- The health and safety website is easy to use and navigate and provides staff with answers to their questions
- Our community feels engaged and listened to
- New technologies and platforms are embraced to ensure effective communication
- The Health and Safety team provide information and listen to feedback received

Contra-indicators

- Staff and students are not communicated and consulted with
- The community and Health and Safety team do not proactively listen in relation to health and safety
- Guidance is missed or is too complex, potentially resulting in people not engaging with key information
- The health and safety website is not fit for purpose
- Communication is solely via the website and email
- Existing networks are not utilised
- Existing staff communication systems and mechanisms do not include health and safety
- Health and safety is isolated



Aim 5

Knowledge

Ambition: We will ensure we have a trained and knowledgeable workforce and community. Valuing knowledge and seeking to engage with our own experts to enhance our practices, we will seek out and celebrate good practices and behaviours.

Priority areas

- Training for both general and specific topics is provided to those who need it
- Responsibilities are defined and understood
- Competence is ensured and checked in a proportional manner
- Refresher training is provided where identified and for critical roles
- Competent advice (ie University Health and Safety team) is provided across all required topics in a timely manner
- Guidance, support and sign-posting is provided by the Health and Safety team and local safety critical roles
- The University supports and embeds good behaviours
- Induction training is provided for all
- Using digital tools to enhance delivery

Actions

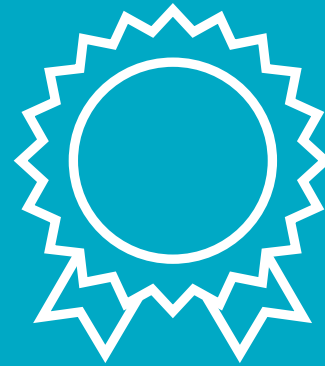
- Provision of toolkits
- Ensuring that leaders and managers have the skills and knowledge needed to succeed
- Providing engaging training
- Ensuring people are aware of their own responsibilities
- Ensuring that people have the right knowledge and skills to do their job safely, ensuring continued competence
- Ensuring that staff, students and visitors (where required) are provided with an appropriate level of information at induction
- Embedding and celebrating good practices and behaviours

Positive indicators

- The University continually evaluates and refreshes the knowledge of staff
- Staff at all levels have been provided training that gives them the knowledge and skills needed
- Information is provided to staff and students in an accessible and engaging manner
- Simple and comprehensive safety guidance is available
- Good behaviours are encouraged and celebrated
- New technologies are used to engage the community

Contra-indicators

- Staff are not trained or competent to be able to fulfil their roles safely
- Refresher training is not provided to relevant groups on a timely basis
- People are unaware of their responsibilities
- People are unsure of the values and behaviours expected of them in relation to health and safety
- Proportional and sufficient guidance is not provided
- Guidance on health and safety is not easily accessible
- New technologies to deliver knowledge and training are not embraced
- There is little consistency on the information provided to staff and new starters



Aim 6

Assurance

Ambition: The University, as a learning organisation, will monitor and learn from mistakes, always seeking to improve practices to ensure the safety and health of our University community. We will reflect on and continually evolve our systems and practices.

Priority areas	Actions
<ul style="list-style-type: none">■ Ensuring that there is effective and proactive monitoring■ Ensuring a routine audit programme is implemented and completed■ That an effective monitoring system is implemented across the University■ The University reviews where it is in relation to health and safety performance■ Planning and key performance indicators (KPIs) are implemented and monitored■ Continual improvements (lessons learnt) are communicated to all■ Reporting and the use of overview dashboards to provide accessible information■ As an organisation, ensuring we all provide open feedback, listen and take appropriate action■ Action tracking and timely completion, ensuring managers are held to account	<ul style="list-style-type: none">■ Establishment of a University audit and inspection framework and schedule■ Setting University-wide KPIs that are both proactive and reactive and ensuring they are monitored■ Linking with and supporting other auditing functions of the University■ Ensuring we plan well and set ambitious yet achievable objectives■ Monitoring how well we are doing, ensuring we learn from our mistakes■ Providing open feedback■ Ensuring simple tools are in place for business units to self-monitor
Positive indicators	Contra-indicators
<ul style="list-style-type: none">■ All RIDDOR (Reporting of Injuries Diseases and Dangerous Occurrences Regulations) investigations are completed in a timely manner■ Root cause analysis takes place, from which lessons learnt documents are produced and shared■ Dashboard information is provided to leaders for their areas■ Leaders understand the level of health and safety performance of their business unit■ A regular programme of audits is achieved■ Audits are used to drive consistency and improve standards■ High hazard areas are monitored■ KPIs are implemented, monitored and reported on■ That processes and systems are appropriately updated where necessary, as a result of lessons learned	<ul style="list-style-type: none">■ Leaders are not provided with information in relation to risks in their areas resulting in an information gap■ Monitoring and assurance on health and safety is not owned by or completed by the Health and Safety team■ Audits for high hazards are not completed annually, possibly leading to serious compliance breaches■ Inspection and auditing does not take place, leading to potentially poor and inconsistent standards■ Feedback from serious incidents and near-misses is not provided or actioned, leading to repeat incidents■ Actions are not tracked and closed out, leading to compliance gaps and repeat incidents■ Examples of best practice are not shared across the University

Alignment

It is important for the University to align with other nationally recognised and sector specific standards. This strategic improvement plan aligns with the Health and Safety Executive’s HSG65 health and safety management system, which forms the backbone of the approach developed by the University Safety and Health Association (USHA).

Table 1: HSG65 alignment with University of Nottingham aims

HSG65 area	HSG65 content (topics)	Aligns with University of Nottingham aim
Plan	<ul style="list-style-type: none">PolicyPlanning	<ul style="list-style-type: none">Systems and Specialisms
Do	<ul style="list-style-type: none">Risk profilingControlsCooperationCommunicationCompetence and training	<ul style="list-style-type: none">SystemsSystems and SpecialismsCommunityCommunicationKnowledge
Check	<ul style="list-style-type: none">MonitoringAccidents	<ul style="list-style-type: none">Assurance
Act	<ul style="list-style-type: none">ReviewLessons learned	<ul style="list-style-type: none">Assurance

How this plan will be used

This strategic improvement plan gives the University a framework for health and safety governance and assurance that implements both sector and national guidance.

This enables the creation of a new health and safety management system which is modern, flexible and supports the core strategic aims of the University. The Health and Safety team will establish systems and processes that facilitates the implement of this plan. Everyone within our University has a responsibility for health and safety and our leaders, managers and supervisors have a pivotal role.

Support and endorsement

This document has the support of the Vice-Chancellor and the University Executive Board. The plan has been developed by the Health and Safety team in collaboration with key stakeholders across the University and has been considered and approved by the University Health and Safety Committee.

Indicators

Positive and contra-indicators are given in the document in order to provide practical examples of what good health and safety should resemble. The indicators provide a gauge of the potential position and culture for health and safety but should not be considered exhaustive.

Priority actions and delivery plan

The Health and Safety team will be responsible for creating and maintaining a delivery plan and associated key performance indicators that translates this strategic vision into practical delivery. Business units will be required to follow this delivery plan, integrating relevant practical elements into their local plans and operations.

Monitoring

The University Health and Safety Committee is ultimately responsible for monitoring the effective implementation of this strategic improvement plan and associated delivery plan. The University Executive Board is responsible for ensuring, that they support and endorse the plan and seek appropriate assurance on delivery.



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Health and Safety



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