



University of
Nottingham

UK | CHINA | MALAYSIA



Health and Safety Strategy and Operational Plan 2017-18



Introduction

We recognise and value our people as our most important asset in achieving each of the aspirations within Global Strategy 2020. The health and safety strategy and supporting health and safety operational plan supports sets out how we will ensure that health and safety is effectively integrated into the achievement of these strategic aims.

Context

Regulatory Environment

The compliance environment concerning health and safety has continued to undergo significant change following the major review 2009-14, in particular with the greater focus by the HSE on simplifying its advice and guidance and on directing its inspection activities to higher and less well-controlled risks. The Löfstedt review of health and safety legislation, which reported in 2011 and led to a period of legislative review and consolidation, was largely concluded in 2015.

Most recently the new sentencing guidelines for health and safety offences and corporate manslaughter (applicable from February 2016) bring a fundamental change in the approach to enforcement and highlight the economic risk in failing to provide a safe environment. This coincided with the publishing of UCEA sector guidance on leading and managing health and safety which describes the broad principles and practices to be applied in order to demonstrate good safety management, in effect establishing a culture to secure a safe environment.

The HSE has recently published a revised strategy for the period 2016-2020, [Helping Great Britain Work Well](#) (launched in February 2016). HSE will look to act increasingly as an enabler, supporting businesses by providing simple, accessible and relevant advice and challenging over prescription and over interpretation of requirements. The intention is to facilitate proportionate, appropriate and effective risk management, encouraging greater collective ownership of health and safety and ultimately help Great Britain work well. The strategy is centred on six strategic themes:

- **Acting together** - Promoting broader ownership of health and safety in Great Britain;
- **Tackling ill-health** - Highlighting and tackling the costs of work-related ill health;
- **Managing risk well** - Simplifying risk management and helping business to grow;
- **Supporting small employers** - Giving SMEs simple advice so that they know what they have to do;
- **Keeping pace with change** - Anticipating and tackling new health and safety challenges – this includes emerging technologies;
- **Sharing our success** - Promoting the benefits of Great Britain's world-class health and safety system

HE Sector Priorities

The HE Sector continues to influence and respond to changes in the regulatory environment through UCEA via the UCEA Health and Safety Committee with support from the Universities Safety and Health Association (USHA). The UCEA Health and Safety Committee brings together the key HE sector associations in the area of health, safety and wellbeing for both staff and students and works to an HE sector-level [Health Safety and Wellbeing Plan](#). The Committee develops [annual action plans](#) to support it in meeting the overall aims of the sector-level Plan with UCEA publishing [annual health and safety reports](#) to outline progress against these.

Of particular significance was publication in October 2015 of the revised UCEA Code for Leading and Managing Health and Safety in Higher Education. The Code provides guidance on the roles of governors, the executive group, managers and supervisors in relation to health and safety in HE institutions. In order to increase the impact of this guidance, UCEA is in discussion with the Leadership Foundation for Higher Education (LFHE) to seek their involvement in the review and promotion of the revised Code.

A new HE sector-level Health, Safety and Wellbeing Plan 2016-20 has been developed following the publication of the HSE strategy. The Plan outlines three priority themes, namely culture, competence and collaboration, and links these explicitly to the relevant themes of the HSE strategy. Annual action plans to detail specific activities that will be undertaken each year for each of the themes of the Plan will be developed and monitored. The themes are summarised as follows:

THEME 1: CULTURE – *Developing a positive health and safety culture within the sector as a whole. Embedding health and safety within institutions includes visible commitment by leaders and managers, recognition of the fact that everyone has a role to play, and the co-operation and engagement of employees and their representatives. To be effective, health, safety and wellbeing initiatives need to be backed by strong leadership at every level from supervisory staff to the Governing Body. This theme also acknowledges the important links between wellbeing, attendance and organisational culture. The attitudes, values, beliefs and practices which are demonstrated in an institution can affect the mental and physical wellbeing of individuals.*

THEME 2: COMPETENCE – *Effective health and safety management requires competence at every level of the institution. This includes the ability for institutions to identify risks created by the work environment and to take steps to control them. The successful and proportionate management of risk impacts positively on all areas of health, safety and wellbeing. To assist in this we are committed to keeping institutions abreast of relevant developments in the area of health, safety and wellbeing and supporting them in their application where necessary.*

THEME 3: COLLABORATION – *Securing engagement amongst the sector's various associations and with key stakeholder organisations, as well as relevant national bodies - this theme runs consistently throughout this Strategy. We recognise that there is a need for workforce partnerships based on trust, respect and co-operation. Through effective collaboration, greater coherence in the work we do can be achieved. We particularly support the sharing of good practice within the sector, whilst recognising the value of collaborative learning with other sectors and countries.*

University Health and Safety Strategy

The health and safety strategy for the University reflects the national strategies within the context of overall University strategy and activities.

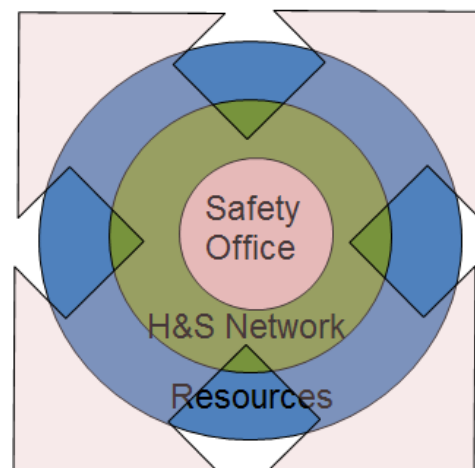
We wish to ensure that we create a healthy and safe environment that enables our staff and students to thrive. This is supported by proactive health and safety services and developing organisational arrangements to focus on wellbeing and promoting health in the workplace. This will be supported through, amongst other things, ensuring that the health and safety risks associated with the University's activities are effectively managed and contribute to the wellbeing of the University community, and through developing and promoting a culture that integrates health and safety risk management into day to day operations.

The University Council receives advice on health and safety policy through the Health and Safety Committee, which is chaired by the Registrar. The Committee, advised by the Director of Health and Safety, develops and monitors the implementation of University safety policies to comply with these obligations on Council's behalf.

There is an established culture within the University that the responsibility for managing health and safety risks lies with the responsible manager. Faculty PVCs have overall responsibility within their faculties. The immediate responsibility in any work area is borne by the appropriate Head of School or Professional Services Department Service who establishes structures with key personnel to achieve this. The success of this approach is dependent upon the support and recognition that the head of each management unit gives to those allocated health and safety roles, the enthusiasm and dedication of these staff, and the acceptance and discharge by managers of their responsibilities.

The Safety Office supports the University and its constituent business units in managing the health and safety risks associated with its activities, achieving healthy and safe environment and contributing to the promotion of wellbeing. Furthermore this seeks to assist in protecting the University's legal and reputational position and minimising losses and operational disruption. This is achieved through:

- Developing an effective and positive health and safety culture in which everyone understands their role in contributing to the achievement of good workplace standards and operational procedures,
- Developing and supporting an effective and committed health and safety network of staff in the business units to enable them to provide first line advice and support at a local level,
- Provision of professional advice to influence and support relevant managers in the development of health and safety policies and procedures in compliance with legislation and adoption of best practice, and
- Monitoring and reporting on health and safety performance to the business units,



- Safety Committee and Council.
- Support to the International Campuses through a mix of reciprocal visits and advice from distance with the aim of developing the adoption of UK standards where these are compatible with and meet or exceed local requirements.

The University's occupational health service provides independent specialist medical advice on the relationship between work and health. Health surveillance is provided for those who work with certain substances or equipment that have the potential for causing ill-health.

Health and Safety Plan

An operational Health and Safety Plan is developed and reviewed annually to implement the Health and Safety Strategy. This is agreed and monitored by the Safety Committee.

The Health and Safety Plan for the University reflects national and sector priorities and the strategy to develop proactive management of health and safety, and the promotion of wellbeing, in line with best practice. It also reflects themes within the University Strategy and supports the enabling People Strategy, within which the Leadership and the People and Culture strands have particular relevance to health and safety. The operational plan includes:

- Developing leadership in health and safety and developing the health and safety culture;
- Developing and maintaining health and safety performance through a range of monitoring and support activities;
- Reviewing and developing health and wellbeing at work;
- Provision and development of the health and safety training programme;
- Policy review and development in the light of changes in legislation, sector best practice and developments within the University.

The operational plan is published as an appendix to this strategy.

Appendix

Health and Safety Plan 2017-18

The Health and Safety Plan for the University reflects national and sector priorities to develop the proactive management of health and safety, and the promotion of wellbeing, in line with best practice. It also reflects themes within Strategy 2020 and supports the enabling People Strategy, within which the Leadership and the People and Culture strands have particular relevance to health and safety.

This operational programme should be seen in the context of significant staff changes that will affect in the Safety Office this summer, with two key vacancies arising. The Director of Health and Safety and the Health and Safety Advisor that primarily supports Engineering and the Estate Office are both retiring. Consequently, there could be a period during which the staff resource is reduced to 4.4 FTE from 6.2. This is a potential disruptor to the programme depending on the timescale for recruitment. During this time the emphasis will be towards prioritised reactive activities with the developmental initiatives outlined below subject to potential delay.

The key theme will be the revision and development of the University's arrangements and resources for effective leadership and management of health and safety risks. The programme will incorporate the updated UCEA Code of Practice "Leadership and management of health and safety in higher education institutions". The UCEA Code describes the principles and practices that leaders and managers will need to apply in order to demonstrate good health and safety management.

There are three principal elements to the programme:

- Revision of the University's health and safety management guidance, *Effective Safety Management*;
- Development of resources to support leaders and managers in implementing the guidance; and
- Supporting the University's management units in developing local health and safety risk registers.

Leading and Managing Health and Safety Effectively

A new web-based section, *Leadership and Management in Health and Safety*, will be developed and will appear prominently in the main index of the Safety Office Home Page. This will be divided into a Leadership section and a Management Section. The former will link to the University's Leadership and Management Academy (LMA) for the general information and resources relevant to leadership.

The health and safety leadership section will provide information on practical approaches for leading safety and setting the health and safety culture. This will include the skills and characteristics of a good safety leader, highlighting safety actions and indicators of a good safety leader and providing the tools to help a good leader achieve this. Where leadership skills need developing this section will refer back to the 10 leadership themes in the LMA. This will be supplemented with brief podcasts in which University leaders and managers describe positive and practical actions that they have taken as an example of good practice.

The Management section will cover the systems and procedures for managers to follow to demonstrate they have a strong proactive approach to managing health and safety. The existing information will be revised, extended re-structured around the recommended system of PLAN, DO, CHECK, ACT, as reflected in the UCEA [guidance](#). The web page will introduce the four stages with a summary of the key points to be achieved for each stage. The summary for each stage will lead to more detailed information to assist in implementing this, taking much from the original Effective Safety Management but bringing it up to date.

The aim of this resource is to clearly inform managers of the key aspects of health and safety and how they can achieve a good level of compliance. The University-level perspective will also be included for each of the four stages.

A Safety Management Template has been developed to assist in recording progress through the safety management system. The template will include worksheets for recording the Management Unit's Safety Plan, Organisation in terms of key safety appointments and committees and the Health and Safety Risk Register. This will prompt the manager (with support from their Unit Safety Officer) to record appropriate information and should help to achieve greater consistency across the organisation and we hope, provide a clear and simple through the process. This will replace the current Annual Health and Safety Report form.

A number of Success Indicators will also be developed points for a diverse range of key hazards or processes. These are intended to be tools to assist managers in checking that the key controls were in place.

A Health and Safety Induction video for general use across the University is being produced, currently in post filming editing, with the intention that it should become available for use from summer 2017.

Local Health and Safety Risk Registers

It is planned to work with Management Units to develop local health and safety risk registers. This would support the development of leadership and management and address one of the elements of the UCEA Code. This is distinct from risk assessment that applies to individual activities; it is an overview of the significant risk areas for the Management Unit as a whole. The aim is to identify the key risks, evaluate the health and safety impact and put in place adequate controls and assurance to assure the local management and provide upward reporting concerning satisfactory management of their risks.

It is proposed that the Safety Office would facilitate a workshop with each School/Professional Service at which the Head of School/Service and a vertical slice of key managers would be involved. Through the workshop the School/Professional Service would aim to identify the key risks, evaluate their significance and review the current level of control. At the end of the workshop each significant risk area would have been allocated to an owner within the school/professional service.

Following the meeting, the Safety Office would produce a written report within a week with the intention that School/Professional Services would develop an Action Plan over the following three months to address any significant risks that required further control. Follow up meetings to support the School/Service in achieving their Action Plan would be organised at periodic intervals and overall progress on the programme reported to

Safety Committee. The initial phase would be to pilot the approach using a cross section of three different types of management units that have expressed interest in this.

Health and Safety Review Programme

This comprises a programme of regular reviews of health and safety performance focusing on maintenance of arrangements, change and key topics. In particular the review has considered:

- the maintenance and development of health and safety management arrangements,
- progress on matters arising during the previous year,
- implementation of new or revised health and safety policies/guidance,
- specific risks or elements of health and safety management,
- health and safety implications arising from planned significant changes or developments, and
- verification through inspection of selected areas

It is proposed to align the development of leadership and management of health and safety as outlined above though a modified programme as follows:

- In support of the revised approach for the Annual Health and Safety Report to include both review and planning, the Safety Office will have a review meeting with the Head of School/Professional Service during October to January 2017 following receipt of the new format report. It is intended that this will enable support to be provided if required in addition to confirming assurance.
- Following a piloting programme, the Safety Office will support Schools and Professional Services in developing their health and safety risk registers during the period January to September 2018. In view of the size of the programme and the level of resource, this is likely to require an extended period to complete the programme.
- Key risks, including fire, radiation, biohazard and high power laser facilities will be reviewed to assess the effectiveness and implementation of policies relating to the management of these.

In addition to the above activities on-going monitoring will be carried out through other interactions that include investigation and review of accidents and attendance at local health and safety committees.

The staff changes that will affect in the Safety Office this summer have been identified as potential disruptors to the programme depending on the timescale for recruitment.

Health and Wellbeing

The Safety Office has supported the work of the University's Work and Wellbeing Group, which resulted in the policies and guidance for management of work-related stress in line with the HSE's Management Standards. This is now an integral part of the People and Culture strand of the People Strategy that supports Global Strategy 2020.

A cross-functional Wellbeing Working Group, led by the People and Culture team within Human Resources, was established in Q3 of 2016. This will consider findings from the Staff Engagement Survey and benchmarking across the Russell Group Universities to assist in developing recommendations for the development of the wellbeing offering at

Nottingham. In particular the People and Culture programme includes a light touch review in September 2017 of wellbeing plans to ensure they encompass any new 'key' elements identified by the employee engagement survey.

The wellbeing resources available on the website will be reviewed in partnership between the People and Culture and the Leadership and Management team with input from the Safety Office and Professional Development as needed to ensure that wellbeing provisions are signposted clearly. The Safety Office website will also be developed to include and give greater visibility to wellbeing resources.

The Safety Office will also work with the occupational health service provider, which provides independent specialist medical advice on the relationship between work and health. In particular there will be transitional support following the appointment of OH Works as the new service provider in April 2017. This service includes health surveillance for staff and students, mostly research postgraduates, who work with certain substances or equipment that have the potential for causing ill-health, for example respiratory allergens or noisy or vibrating machinery.

Significant Developments

The Safety Office will support the development of appropriate health and safety management arrangements and risk control measures associated with the development and occupation of new buildings, notably the Centre for Dairy Science Innovation at Sutton Bonington, with particular reference to biological containment facilities; the Advanced Manufacturing Building and the Research Acceleration and Demonstration Building at Jubilee Campus; the Teaching and Learning Hub and Phase 4 of the Centre for Bimolecular Sciences, both at University Park. Other areas undergoing significant change will also be supported.

Support will also be provided to assist the international campuses in developing appropriate health and safety standards and for obtaining assurance in respect of this. In particular there will be ongoing remote support for the building projects at UNNC, notably the IAMAT building and the new residence tower.

Training Programme

Centrally provided or arranged health and safety training courses are listed below. The scope of the training programme is subject to on-going review. Additional courses, including courses tailored to address a particular need from a School, may be provided in response to demand or circumstances.

To develop and maintain the competency of local H&S Officers shorter, but more frequent, H&S Updates will be provided. Previously these have been annual 1-day events. The revised approach should enable better accessibility for these by attendees and be logistically easier to arrange.

It is intended to develop additional courses onto a Moodle platform to supplement or improve delivery of health and safety training. Priorities are those that are of general relevance with a large target audience, for example fire safety induction, or which are of a specialised and essentially information providing nature such as laser systems and radiation.

The Safety Office has collaborated with the School of Health Sciences Digital Learning Team to support a Faculty initiative to develop a fire safety learning resource. This was

launched in the Faculty in May 2017. It is intended to develop this in to general University resource and the experience from use within the Faculty is being evaluated to inform the additional work to be done. This resource supersedes the face to face training and it is intended to launch this during the summer. Consultation on this will be included in Health and Safety Update on 22nd June.

Filming for a general health and safety induction video was carried out 22nd and 23rd May 2017 and this is undergoing initial editing. It is intended that this should become available over the summer.

The Leadership and Management Academy includes a number of interactive training resources on general topics and these will be reviewed for alignment and potential use.

General Courses

- School Safety Officers Induction
- Fire Safety (Moodle during summer 2017)
- Radiation Protection Supervisors' Foundation Course
- Evacuation chair training
- Inspection and Testing of Portable Electrical Equipment
- Moving and Handling
- Ladder Safety
- Assessment of Manual Handling Operations
- Safe Use of Display Screen Equipment
- Assessing for the Safe Use of Display Screen Equipment
- Risk Assessment Training
- Accident Investigation
- Health and Safety at Work - General Overview
- First Aid at Work - these courses are delivered by an external provider under contract to Professional Development.
- Defibrillators - Training in the use of automatic external defibrillators is available through the Clinical Skills Centre in the Medicine and Health Sciences Faculty.

Laboratory and Workshop Hazards

- Risk Assessment of Processes using Hazardous Substances
- Safe Working with Biological Hazards (Moodle)
- Safe Working with Cryogenics
- Safe Working with Lasers (Moodle)
- Safe Working with Radiation
- Safe Use of Laboratory Gases
- Health and Safety for New Research Workers (Moodle)
- Entry into confined spaces

Developing Policy and Guidance.

University policies will be kept under review to respond to changes in legislation, sector best practice and developments within the University. There will be continuing work relating to access provisions enshrined in the Equality Act 2010.

The significant for development or review are as follows:

- Impact arising from regulations concerning electromagnetic fields.
- Impact from the revision of the Ionising Radiations Regulations anticipated for January 2018.
- Review of radiation licences to ensure sufficient capacity and flexibility whilst responding to regulatory desire for reduced overall limits and update them

- into a new format.
- Guidance on risk assessment.

John Sutherland, 5th June 2017