

 **Imperial College Union**

**Board Committee**

**30 October 2019**

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| **AGENDA ITEM NO.** | Item 10 (Addendum to Finance and Risk Minutes) |
| **TITLE** | The Management of Health and Safety  |
| **AUTHOR** | Malcolm Martin, Departmental Safety Officer |
| **EXECUTIVE SUMMARY** | Further to concerns raise at the recent Finance and Risk Committee on 16 October, this brief summary paper seeks to clarify our current approach to Health and Safety Management. It’s also identifies the next steps that will be taken. One of the key issues that remains is the staff retention, competence and training. In addition, more is needed in terms of supporting CSP’s with H&S management. The key questions for discussion are:Is this the best approach for the Union? How might this be improved? Are there other models of safety management? Do we have the correct structure and resources in place?  |
| **PURPOSE** | To ensure we are fulfilling our legal obligation  |
| **DECISION/ACTION REQUIRED** | For discussion  |

Introduction

This paper clarifies our approach to the management of Health and Safety (H&S) across the Union. The safety, mental and physical health of our members, visitors and staff is crucial. The Leadership team and Board need to ensure that everything reasonably practical is being done to ensure our events, activities and office environment is safe. There is an appropriate balance that needs to be struck between the cost of any measures that aid the management H&S and the impact that such measures may have as the risk of any incident, accident or near miss cannot be eliminated.

The attached organisational diagram sets out a simple framework outlining where the key roles and responsibilities of management, supervisors and staff are. However, this document does not give a detailed listing of specific tasks or responsibilities.

The Board remains ultimately accountable and has delegated responsibility to the Managing Director to ensure the legal framework, management regulations and appropriate codes of practise are in place, monitored and are being consistently followed.

The Managing Director has delegated responsibility to the Departmental Safety Officer. An outline of the responsibilities are in appendix 1. The scope of activities and events is too wide, onerous and complex for one individual to take responsibility as the range spans from food standards, to high risk and regulated sporting and leisure activities across to office environmental issues. The lead executives for Commercial and Student Experience effectively have responsibility for their areas to ensure legal compliance. The DSO has a coordinating and support role and provides executive lead on the office, environmental and premises issues.

Managers and Supervisors work with executive leads to ensure that respective procedures are adhered to. Staff have a legal responsibility to take reasonable care of themselves and others who may be affected by their acts or omissions. Staff also have a legal responsibility to cooperate with management.

The H&S Committee is principally an assurance committee to hold the executive function to account. The committee also has a responsibility to assist in setting the appropriate safety culture. Specialist advise and guidance is available from the body of College safety professionals who attend each meeting.

One of the external trustees, effective 1 August 2019, is now the chair and leads the committee agenda. A copy of the draft 19/20 H&S forward agenda is attached.

Planning

A simple policy statement, potentially one page in length, needs to be signed by Managing Director and displayed in prominent areas.

The Health and Safety Committee has term of reference which outline its meeting frequency and purpose. An appropriate blend of College professional, Union staff and students make up its membership.

The executive leads define the organisations standard operating procedures (SOP) and associated method statements.

Evidence

Periodic reports are produced and shared at H&S, Finance and Risk Committee and Board and top-level statistics are already captured on the Union’s balance score card for regular review by Board. Regular building inspections are undertaken, and the findings documented as evidence for review by H&S committee. Inspection eports were presented 3 times last year. CSP risk assessments are generated however there is a need to review the quality and consistency.

All incidents, accidents and near misses are recorded on the College’s online reporting system (SALUS). All staff and students have desk top access to the systems. A mobile phone apps has been developed by College to capture near-miss reporting. The app is currently in test-phase and has not been rolled out. Management take the opportunity to undertake “root cause analysis” on all major incidents.

Audits and reviews have been undertaken within the last two years. The College Safety Department conducted an audit which focused on the RCS Motor Club and a CSP risk assessment review was conducted by John Huckstepp from Carton Corson.

Other

The H&S policy will outline the approach to other areas including:

* Fire evacuations
* Fire Wardens
* Lone working
* First Aid Coordinator
* Manual Handling
* Food hygiene

Key Issues

The following key issues have been identified:

* Implementation & embedding a positive safety culture
* Staff competence (training, experience)
* Consistent engagement of CSP’s in H&S

Next Steps

1. Review H&S Policy – draft presentation of policy revisions and terms of reference to H&S Committee on 6 November and 29 January, Finance and Risk Committee review on 5 February
2. Response to EHR (Environmental Health Report) – ongoing, as the current focus is on recruitment of a Head Chef to provide the capacity to respond to the observations
3. Staffing – competence matrix will be looked at after policy has been approved
4. Lead Executives to meet to map out an improvement pipeline – 28 October
5. Scope out how external resources can assist with embedding a positive safety culture
6. Review Audit findings/recommendations from College Audit in November 2017

**Appendix 1**

**SAFETY OFFICER - INTERNAL APPOINTMENT PRO-FORMA**

**Purpose of form**

* This form is intended to be used where Department Safety Officers have agreed to take on this role as part of their existing departmental duties, rather than as a specific part of their Contract of Employment (as would be the case with a Campus Safety Manager or Faculty Safety Manager)
* This form may also be used to appoint a Department Laser Safety Officer, Fire warden, DSE advisor, COSHH advisor etc. Please append details of the title, role and duties[[1]](#footnote-1)

**Instructions**

1. The Head of Department in consultation with the College Safety Director must appoint a competent person, a Safety Officer, to provide advice on the effective management of health and safety.
2. The Head of Department and the new Safety Officer should complete the following in **block capitals** and then sign and date as appropriate.
3. Keep one copy for department records and one for personal records.
4. Please inform the College Safety Department ([safetydept@imperial.ac.uk](http://www3.imperial.ac.uk/OCCHEALTH/policies) ) in writing of the appointment.
5. Please inform your HR representative giving the DSO’s CID number and start date (so the College Learning Management system can be updated – Department DSOs have a role to play in monitoring training records via this system).

**Name of Head of Department** ……………………………………………………………………………………………………………………..

Department/Division/Institute ……………………………………………………………………………………………………………………

I hereby appoint ……………………………………………………………………………….. ……………………………….. as

q Department Safety Officer - their agreed duties are detailed overleaf.

q Title of other safety role …………………………………………………………………… Their agreed duties are appended.

* This agreement may be reviewed at any time during this period.
* I will ensure that there is sufficient resource and support to enable them to carry out their duties, including time to attend relevant training.

**Signed**: ………………….…………………………………………………….. **Head of Department/Division/Institute**

Date: ………………………………………….

**Name of Safety Officer** ………………………………………………………………………………..…………

I agree to take up these duties (as appended), and carry them out so far as is reasonably practicable with the training, resource and support I am given.

**Signed:** ………………………………………………………………………… **Safety Officer**

CID……………………….. Date: ………………………………………………………

# Health and Safety Structure and Responsibilities

**Departmental and Divisional Safety Officers**

(see [http://www3.imperial.ac.uk/safety/policies/organisationandarrangements/departmentaldivisionalsafetyofficers](http://www3.imperial.ac.uk/safety/policies/individualpolicies) )

1. Departmental/ Divisional Safety Officers (DSOs) are appointed by, and are responsible to, their Heads of Departments/ Divisions. There is normally one DSO in each Department/ Division, but more safety specialists may be appointed where the Head deems this to be necessary (for example, a Department/ Division may have additional safety officers covering biological safety, genetic modification, laser safety and/ or radiation protection).  The DSO may be full or part-time depending on the size, complexity and risk profile of the Department/ Division. Where no DSO has been appointed, the Head of Department is, by default, the DSO.
2. The DSO's primary responsibility is to assist his or her Head of Department/ Division in the development, implementation, monitoring and review of the Department's health and safety management systems.  The DSO must also:
3. Support the HOD in the discharge of his or her health and safety responsibilities.
4. Advise the HOD on the appropriate arrangements for managing and monitoring health and safety in the Department/ Division.
5. Understand the Department/ Division's principal hazards, and check that risk assessments are carried out and that the necessary controls for managing the risks are implemented effectively.
6. Advise Principal Investigators, Heads of Section, departmental/ divisional staff and students on day-to-day operational safety and compliance with College and statutory requirements.
7. Co-ordinate health and safety training across the Department/ Division, including the provision of appropriate information and induction training for staff, students, visiting workers and contractors.
8. Monitor safety performance across the Department/ Division.
9. Carry out safety inspections and audits within the Department/ Division.
10. Investigate accidents and near misses within the Department/ Division and report to the Safety Department.
11. Ensure that best practice is communicated to and shared across the Department/ Division and that arrangements for effective co-operation with other Departments and Divisions, including the occupational health service, estates, external contractors and other employers, are maintained.
12. Be a member of the Departmental/ Divisional Health and Safety Committee.
13. To carry out their duties, DSOs must be competent (i.e. appropriately qualified, experienced and trained) and must:
14. Recognise situations with the potential to cause damage or harm.
15. Design and implement effective preventive or protective measures.
16. Communicate effectively with staff, students, contractors and visitors.
17. Advise on compliance with statutory and College requirements and standards.
18. Advise on safe systems of work.
19. Advise on the selection of suitable staff for health and safety duties.
20. Identify areas of weakness in health and safety arrangements and take appropriate action, including sanctioning the suspension of activities where health and safety is being, or is likely to be, compromised or damage caused to the environment.
21. Understand the limits of their own health and safety competence and seek advice from the College's health and safety specialists where necessary.
22. Follow a programme of continuing professional development
1. For example duties, which may vary between departments please go to the following web links:

	* Fire: http://www3.imperial.ac.uk/safety/policies/individualpolicies/firesafety/firesafetycodeofpractice
	* First Aid Coordinators and Computer workstation assessors: [http://www3.imperial.ac.uk/OCCHEALTH/policies](http://www3.imperial.ac.uk/safety/policies/organisationandarrangements/departmentaldivisionalsafetyofficers)
	* Manual handling assessors and others: [http://www3.imperial.ac.uk/safety/policies/individualpolicies](http://www3.imperial.ac.uk/safety/policies/individualpolicies/firesafety/firesafetycodeofpractice) [↑](#footnote-ref-1)