Arrangements for the Management of Health and Safety
This document sets the organisational structure for health and safety management, outlined in the Health and safety Policy, within a management framework. The framework applied is based on the continuous improvement cycle of Plan-Do-Check-Act recommended by the Health and Safety Executive (HSE) Guidance document HSG65 'Managing for Health and Safety' and has been adopted and adapted by the HE sector in further guidance from the Universities Safety and Health Association (USHA).

This document reflects both to suit Lancaster University. It is intended to support staff at all levels across the University by outlining the specific health and safety management activities commensurate with their roles and responsibilities.

The development of a positive health and safety culture relies on everyone knowing and understanding their role and the integration of health and safety principles and practice into everyday working activities and procedures. Every individual member of staff, student, visitor or contractor is responsible for their own health and safety and to take due consideration for the health and safety of others who may be affected by their work activity.

Arrangements for supporting those with health and safety duties and responsibilities can be found on the Health and Safety Website.

**Students, Contractors and Visitors**

All students, contractors and visitors to the University are expected to comply with health and safety arrangements that are in force within the University and are legally obliged to:

- Take reasonable care for the health and safety of themselves and others;
- Not interfere with or misuse facilities that are there in the interests of health and safety;
- Comply with the University’s arrangements, guidance and local rules where relevant.

**University Employees**

All employees of the University are expected to comply with all safety arrangements that are in force within the University, not interfere with or misuse facilities that are there in the interests of health and safety, and report any problems such as defective/unsafe equipment and practices. They are also under a legal obligation to take reasonable care for the health and safety of themselves and others.

Staff or students contravening the University’s Health and Safety Policy and Procedures arising from it may be subject to University disciplinary proceedings. This could also lead to possible legal action.

Employees must report accidents, dangerous occurrences, unsafe circumstances and work-related ill health to their Line Managers or Departmental Health and Safety Officer and complete the online accident/ incident form.
University Council

University Council has overall accountability for the strategy of the University and is responsible for strategic oversight of all matters related to health and safety for the University. As the governing body, its role is to seek assurance that arrangements are in place to manage health and safety and that they are working effectively. Council has delegated, through the overall statutes and ordinances of the University, the executive responsibility for this on a day-to-day basis to the Vice-Chancellor.

Council, in accordance with their areas of responsibility will:

**PLAN**
- Ensure health and safety matters are communicated in a timely fashion
- Review the University Health and Safety Policy on a regular basis
- Review the University health and safety KPIs on a regular basis
- Ensure that health and safety appears on the agenda of governing body meetings
- Be aware of significant health and safety risks faced by the University
- Consider the health and safety implications of strategic decisions such as large projects
- Ensure that emergency planning arrangements are kept up to date

**CHECK**
- Receive and reasonably evaluate leading and lagging data relevant to health and safety and where appropriate, ask for data on process (preventative and maintenance) and competency indicators
- Ensure that management systems allow the Governing Body to receive assurances about all University activities (including significant partnerships, collaborations and wholly owned companies)

**REVIEW**
- Be satisfied that there are regular independent reviews of Health and Safety management across the University
- Be satisfied that lessons are learnt from accidents and near-miss incidents
- Review audit processes to ensure they are appropriate for the University
- Regularly review the University health and safety hazard profile

NB: Council at Lancaster University has delegated these responsibilities to the C-SHaW Committee

Council will seek assurance that:

**DO**
- Health and safety arrangements are adequately resourced
- Risk control measures are in place and are acted on
- There is an effective process to identify training and competency needs in keeping with health and safety responsibilities
- There is a process to review emergency and fire policy and procedures for effectiveness
- There is a process for auditing health and safety performance
- There is a health and safety committee as a subset of the Governing Body, chaired by a member of Council to oversee health and safety*
- The University has access to competent health and safety advice
- There is a process for employees or their representatives to be involved and engaged in decisions that affect their health and safety

*This is established within the Safety Health and Wellbeing Governance [SHaW] structure – Council-SHaW Committee
The Executive

The Vice-Chancellor is the most senior executive of the University and is accountable to Council for establishing, maintaining and promoting effective leadership in all matters including the health and safety of staff students and visitors. The Vice-Chancellor has overall responsibility for health and safety. The Vice-Chancellor will be supported by other executive leaders of the University including:

- The Deputy Vice-Chancellor
- The Pro Vice-Chancellors
- The Chief Administrative Officer
- The Deans
- The Director of Human Resources and Organisational Development
- The Director of Finance
- The Director of Estates, Facilities and Commercial Services

All executives of the University are required to demonstrate ownership of the University Health and Safety Policy and to communicate its values across the University. This accountability cannot be delegated; however, operational aspects of health and safety management may be delegated to other levels of management. Executive leaders must gain assurance that these responsibilities are being fulfilled and to ensure resources are available to fulfil health and safety objectives.

In accordance with their responsibilities, they will:

**PLAN**

- Establish a positive health, safety and wellbeing culture across the University
- Establish a university health and safety committee structure
- Demonstrate ownership of University health and safety policy statement and communicate its values across the University
- Develop KPIs in line with the policy and agree how these will be monitored and reported
- Ensure adequate resources are allocated to support the management of health and safety. This should include any necessary specialist support e.g. Radiation Protection Advisors or Biosafety specialists where they are required and Health and Safety Co-ordinators
- Agree a health and safety hazard profile of the university
- Ensure the integration of the occupational health service into the University health and safety management system
- Identify health and safety risks to be included in the University’s Corporate risk register
- Agree a University wide health and safety competency framework
- Ensure the creation of a University wide health and safety internal auditing programme taking account of the health and safety hazard profile
- Ensure emergency procedures encompass all relevant hazards and risks
- Consider the health and safety implications of strategic decisions such as large projects

**DO**

- Implement the University Health and Safety Policy and Arrangements
- Ensure communication takes place with the University Health and Safety Office
- Identify the membership (including trade union representation) and Terms of Reference for the Safety Health and Wellbeing committees at all levels.
- Chair their SHaW Sub Committee
- Lead on campaigns to raise health and safety awareness and promote behaviour change
- Discuss health and safety issues and performance with direct reports and at PDRs
- Lead by example, taking an interest in health and safety activities

**CHECK**

- Ensure health and safety processes are working
- Enquire with direct reports whether appropriate health surveillance is in place for occupational illnesses
- Confirm that direct reports are aware of inspections and investigations being conducted in their departments and any recommended actions are being carried out
- Accompany direct reports on an inspection or visit during the year
- Receive and review performance data e.g. benchmarking standards
- Utilise the PDR process to check the delivery of your own health and safety objectives and those set by the executive
- Review the deployment of resources to ensure they are sufficient, competent and effective

**REVIEW**

- Review health and safety performance including that of direct reports. Ensure achievements are acknowledged, lessons learned and take corrective action where appropriate
- Communicate the results of health and safety performance to the University community (staff and students) and seek views on improvements
- Respond to reports, audits, health and safety committee recommendations and inspections from external and internal stakeholders such as insurance providers, trade union and safety representatives, regulators and the University’s health and safety officers
- Utilise the information to review planning processes
Senior Managers

Senior Managers of the University are expected to implement local safety management arrangements and manage risks to protect staff, students, visitors and contractors working within their area of responsibility. Senior Managers should ensure that sufficient resources are assigned (competent staff with sufficient time and facilities), responsibilities are clearly delegated and all activities are risk assessed with any training needs for staff being met. Senior Managers are responsible for defining the most appropriate local safety structures, to ensure integration with the overall strategic direction of their Faculty, or Division. Senior managers comprise of:

- Directors of Professional Services
- Heads of Academic Departments
- Heads of Departments within Professional Services
- Faculty Managers
- Associate Deans
- Directors of Research Institutes
- College Principals

In accordance with their areas of responsibility, senior managers will:

**PLAN**

- Establish a positive health, safety and wellbeing culture across the University
- Align the health and safety plan for the department with the University’s strategy
- Agree a departmental health and safety hazard register by carrying out a hazard profiling exercise
- Include appropriate health and safety risks within the department’s business risk register
- Identify appropriate membership for the local operational SHaW committee
- Ensure all staff communication involves appropriate stakeholders such as trade union and student union representatives
- Ensure induction arrangements include all relevant information for all new starters including the completion of any online health and safety induction training
- Plan arrangements for managing health and safety e.g. set up committee meetings, monitoring processes, determine KPIs and identify training, competency and development needs
- Assign sufficient physical and human resources [competent personnel with sufficient time and facilities]. Include roles such as department health and safety officers, radiation protection supervisors, bio-safety specialists first aiders, display screen equipment assessors etc. where required
- Plan arrangements to ensure the health and safety of all persons who may be affected, including contractors, students, visitors and members of the public

**DO**

- Put in place processes to ensure all activities are appropriately risk assessed and control measures are implemented
- Ensure arrangements and responsibilities are appropriately delegated and understood by relevant staff for tasks such as the completion of risk assessments
- Chair the department’s operational SHaW Committee
- Produce and communicate a departmental health and safety plan
- Have oversight of accidents and incidents. Ensure investigations are carried out where appropriate and implement any remedial actions arising
- Identify and agree health and safety competency and development needs for staff and set training objectives with senior team members
- Assess the health and safety impact of new projects at planning stages e.g. refurbishment of facilities or procurement of systems
- When purchasing equipment, consider the health and safety requirements and implications such as installation, set up, use, maintenance, inspection and servicing
- Embed health and safety arrangements during procurement of contractors
- Take appropriate action when health and safety is likely to be compromised, suspending an activity pending re-assessment of the risk if necessary

**CHECK**

- Attend safety inspections at appropriate intervals
- Check that risk assessment and control processes are working effectively
- Use the PDR process to check that agreed training objectives are being met
- Analyze safety information data (accident, sickness absence and training data) to identify emerging trends in the Faculty, School or Department
- Keep staff informed by monitoring progress and actively seek their feedback/views on improvements e.g. via local safety committees and surveys
- Check that all actions and recommendations from health and safety processes (e.g. arrangements, audits and inspections) are implemented

**REVIEW**

- Review risk management processes regularly and take action to implement recommendations from risk management reviews
- Utilise information from external and internal sources (e.g. audits, inspections by central health and safety staff) and consider how corrective actions/recommendations are to be implemented
- Review your own health and safety performance and that of your direct reports and acknowledge their achievements
- Use the information to review planning processes
Managers

Managers are employees of the university who have a responsibility for organising or directing the activities of one or more members of staff. They are required to ensure that the university’s health and safety policy and arrangements are implemented at local level as well as any local rules that may extend from those arrangements. They are responsible for monitoring their effectiveness and planning the deployment of adequate resources. This term includes Principal Investigators.

In accordance with their areas of responsibility, they will:

**PLAN**
- Positively promote high standards of health and safety through their actions and behaviours
- Set reasonable objectives for areas of responsibility, including allocation of work for risk assessments
- Develop or use existing communication processes (such as team meetings) to keep teams informed and to receive information from them
- Plan the deployment of resources to achieve health and safety objectives (e.g. training)

**DO**
- Ensure the health and safety policy and arrangements are implemented locally
- Ensure risk assessments are undertaken and recorded and that staff, students and contractors are following safe systems of work and control measures
- Provide induction training for staff and students and visitors in accordance with the training and competency framework and risk assessments
- Ensure new processes are risk assessed before implementing them
- Ensure all new equipment is assessed for hazards and users are trained in safe systems of work and risk control measures
- Implement training objectives that have been identified in the health and safety plan and/or from risk assessments
- Provide staff with health surveillance if identified in risk assessments
- Lead a programme of inspections and be involved in audits when requested
- Take appropriate action when health and safety is likely to be compromised; if necessary suspending an activity pending reassessment of the risk
- Communicate health and safety information to staff as appropriate
- Keep up-to-date with relevant health and safety requirements using appropriate guidance for support
- Have an annual programme for statutory inspecting and testing of equipment, e.g. local exhaust ventilation, pressure systems and lifting equipment etc.

**CHECK**
- Monitor that risk assessments have been carried out and recorded. Ensure control measures are effectively implemented. Use observation monitoring and inspections
- Check that all statutory examinations (e.g. LEV, pressure systems and lifting equipment) are carried out within prescribed timescales, ensuring that requirements and recommendations are acted upon
- Monitor the progress and completion of actions arising from audits and inspections
- Monitor progress and achievements against health and safety plans and objectives
- Monitor your training plans and safety inductions. The PDR process can be used or through another process locally developed.
- Analyse safety information data (e.g. accident, sickness absence and training data) to identify emerging trends
- Report on findings from inspections and actions undertaken to the local health and safety committee. Use safety information data in presentations and when discussing trends

**REVIEW**
- Review actions arising from audits to ensure they have been completed or to monitor progress
- Follow up actions from accidents and incidents investigations to prevent reoccurrence
- Contribute to Faculty, School or Department annual safety reviews
- Respond to external influences such as the Health and Safety Executive [HSE] or other regulatory body visits, audits and changes in legal requirements
- Use the information to review your planning process
Supervisors

Supervisory staff within a department are expected to monitor and check that local health and safety arrangements and rules are being followed. An important aspect of this role is to ensure that any concerns regarding effectiveness of local health and safety arrangements are communicated to the appropriate person to ensure continual improvement of the health and safety management system.

Supervisory staff includes members of staff who provide a supervisory role. This applies to both staff and students:
- Lecturing staff
- Instructors
- Senior Technicians
- Senior Administrators
- Staff tasked with the day-to-day running of facilities and/or who provide supervision to ensure staff carry out their day-to-day duties

In accordance with their area of responsibility, they will:

**PLAN**
- Positively promote high standards of health and safety through their actions and behaviours
- Ensure understanding of local safety policies and procedures
- Plan any skill, knowledge or refresher training for yourself, team members and students where appropriate, based upon Faculty, School or Department health and safety plans (local arrangements), training objectives and competency framework
- Effectively communicate procedures based on risk assessments
- Plan resources and ensure all staff understand what is expected of them

**DO**
- Ensure staff, students, visitors and contractors are aware of and follow all relevant safe systems of work
- Ensure visitors and contractors are provided with relevant health and safety information
- Develop clear and concise procedures and include safety information in them
- Implement relevant aspects of the department’s health and safety plan
- Ensure that you, your team and students where appropriate, have received induction training appropriate to activities and studies undertaken
- Raise issues concerning non-conformance through the line management structure
- Take part in local workplace inspections and local safety committees
- Provide feedback on health and safety issues
- Take part in accident and near miss investigations

**CHECK**
- Ensure risk assessments have been carried out, are up-to-date, recorded and control measures are effectively implemented and understood
- Ensure actions from audits and inspections have been completed or that progress is monitored
- Check that health and safety objectives are being met

**REVIEW**
- Provide feedback on health and safety performance to Line Managers and acknowledge achievements
- Review accidents and incidents and ensure lessons learnt from investigations are imbedded in procedures
- On request from Line Managers contribute to local annual safety reviews
- Use the information to review planning processes
Health and Safety Support

Health and Safety Officers

The appointment of competent advisors falls within the requirement of the Management of Health and Safety at Work Regulations 1999. The University Health and Safety Officers form a central team. They work together with the University community to enable the continuous improvement of health and safety, providing health and safety advice and assistance to the University in accordance with the Regulations. The University Health and Safety Officers:

- Provide health and safety advice and support to all levels of management in the University and in particular, heads of departments, managers and supervisors, enabling them to meet their health and safety responsibilities
- Examine new and revised legislation and best practice guidance and advise on the practical application of these in relation to the University’s activities
- Develop and keep under review, the University Health and Safety Policy and Arrangements, ensuring they remain fit for purpose
- Support the University’s governance processes by advising on the University’s health and safety hazard profile, establishing systems for the monitoring and review of health and safety performance and delivering a programme of health and safety audits
- Advise on health and safety competence, and organisational health and safety related training and development needs
- Through the Occupational Health Service, ensure a programme of health surveillance is in place for relevant staff
- Develop or commission appropriate health and safety training to meet organisational needs
- Provide an Annual Report outlining performance against KPIs and providing contextual information on comparisons with sector norms and other statistical information
- Provide specialist advice and guidance on Ionising Radiation Safety.

Fire Safety Officer

The Fire Safety Officer is the University’s competent advisor under the Regulatory Reform (Fire Safety) Order 2005. The Fire Safety Office is responsible for:

- Providing competent advice on fire safety precautions and the implementation of the Regulatory Reform (Fire Safety) Order;
- Developing Fire Safety Arrangements and guidance to ensure that the University meets its duties in relation to the Regulatory Reform (Fire Safety) Order;
- Carrying out fire risk assessments;
- Developing and delivering appropriate Fire Safety training to both staff and students;
- Advising on and monitoring the effectiveness of fire protection arrangements across the University;
- Organising and co-ordinating fire evacuation drills and maintaining appropriate records;
- Conducting audits and inspections and investigations into fire related incidents;

Specialist Safety Roles

These are determined by the hazard profile of the University and consist of the following:

- Departmental Radiation Officers (DROs)
- Radiation Protection Supervisors (RPSs)
- Laser Safety
- Biological Safety
Appointed Health and Safety Support

Departmental Health and Safety Officer [DHSO]

DHSOs are appointed by the Head of Department or Divisional Director and their appointment will be notified to the University Safety Health and Wellbeing Office.

Arrangements for this role to support more than one department should be made in accordance with the respective hazard profiles and agreed between the relevant heads of department. This arrangement must satisfy the requirement of Senior Managers to:

- Assign sufficient physical and human resources [competent personnel with sufficient time and facilities]. Include roles such as department health and safety officers, radiation protection supervisors, bio-safety specialists first aiders, display screen equipment assessors etc. where required.

Their role is to support their Head of Department in meeting their health and safety responsibilities. They do this by:

- Acting as the first point of contact locally in their department on matters of health and safety
- Supporting the Head of Department in the development of the departmental hazard profile and subsequent action plans
- Liaising with other departments in the University to effect remedial action where a hazard or unsafe working practice has been notified
- Liaising with other DHSOs to ensure health and safety arrangements are in place where work space is shared
- Ensuring that the Head of Department and other managers and team leaders are kept informed of health and safety issues (for example by including them on the agenda of management group meetings)
- Supporting their Head of Department with setting up and keeping under review departmental arrangements for
  - Communication and consultation on health and safety
  - Health and safety induction and training of employees and students
  - First aid
  - Fire and emergency evacuation
  - Risk assessment
  - Computer Workstation (DSE) Assessment
  - Reporting of health and safety incidents, hazards and concerns
  - Monitoring health and safety (including inspections and health and safety incident investigations)
- Supporting the Head of Department in matters relating to their SHaW Operational Committee
- Assisting their Head of Department in co-ordinating the development, review and revision of departmental health and safety standards consistent with the University’s Arrangements
- Keeping up to date with health and safety requirements and best practice relating to the risks that impact on their department
- Providing advice and guidance on health and safety matters within their department, as far as it is within their level of competence to do so

All DHSOs should have as a minimum an understanding of the following:

- The University’s Health and Safety Policy
- The University’s Health and Safety arrangements as they apply to their department
- The hazard profile of their department
- Risk assessment and control methodologies as applicable to the range of hazards and activities in their area
- The procedures for reporting accidents and incidents
- Accident investigation techniques

Other Appointed Roles

- Computer Workstation Assessors
- First Aiders
- Manual Handling Assessors