

**Imperial College Union, Health and Safety Committee**

**6 November 2019**

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| **AGENDA ITEM NO.** | Item 08 |
| **TITLE** | The Next Steps in the Management of Health and Safety (H&S) |
| **AUTHOR** | Malcolm Martin, Departmental Safety Officer |
| **EXECUTIVE SUMMARY** | The start of a new academic year, along with the appointment of a new H&S chair and the arrival of a new HoSE presents a good opportunity to review the current approach to H&S management and to consider what improvements can be achieved.  This paper captures the notes of an initial brain storming session looking at the current systems of H&S management. Consideration was given to identifying the components of a positive safety culture and to ascertain where the current gaps are.  A number of “next steps” where identified, however a robust mapping exercise was requested to better inform the next steps.  Questions:  What’s other steps need to be considered to further improve the safety culture?  What incentives should be considered to motivate positive safety behaviour?  One of the biggest challenges is the loss of knowledge and experience when staff/student leaders leave. How might this be mitigated? |
| **PURPOSE** | To ensure the Union further embeds a positive safety culture |
| **DECISION/ACTION REQUIRED** | For Discussion |

Introduction

The start of the new academic year gives an opportunity to review our current approach to H&S management. There is also an opportunity to consider what is needed for a step change and to identify how H&S might be more effectively managed.

An initial brainstorming session took place on Monday, 28th October and this paper captures the discussions and outlines several next steps.

The meeting was attended by:

Head of Student Experience, Student Activities Manager, Deputy President (Clubs and Societies), Deputy President (Finance and Services) Head of Commercial Services, Departmental Safety Officer

What Does A Good H&S management system look like?

Effective Training

* Adequate and appropriate training is provided for students and staff
* Necessary and compulsory training is given before someone enters a role or is made responsible
* There is a consistent approach
* Students and staff are confident about activities

Procedures (Standard Operating Procedures / Method Statements)

* Clear procedures are available that anyone can pick up and follow

Risk Assessments (suitable and sufficient)

There is confidence that all activities and events are operating properly

Positive Culture

* Issues are taken seriously by senior management
* There is clear lines of ownership, accountability and responsibility
* Everybody understands “the systems” and “the Why”
* There is “buy-in” across all stakeholder groups
* People are proud of their work
* People are proactive
* H&S is not prohibitive

Health and safety management is integrated

* It doesn’t feel like work because H&S is seamless

Appropriate Environment

* All (physical) spaces are used adequately
* Safe and well-managed building (at all times)
* Safe equipment

Evidence

* Externally audited
* Regular inspections
* Good level of incident, accident and near miss reporting

Existing Approach

The existing approach can be summarised:

Board – ownership and accountability

Managing Director (MD) – Executive Lead and responsible person

Department Safety Officer – delegated lead by MD

* Understanding of frameworks
* Provide advice and structures

Three way split of responsibility for safe systems of work:

1. Commercial = Head of Commercial
2. Student Activities = Head of Student Experience
3. Union Environment = Head of Finance and Resources

Responsible for:

* Risk Assessments (RAM’s) - suitable and sufficient
* Inspections
* Training

Evidence

* Union’s Balanced Score card
* Reports by service to H&S committee
* SALUS reporting

H&S Committee

Assurance committee to hold lead executives to account; shaping policy and culture; has a role in standard setting

Forward Agenda of H&S committee – needs reviewing (sent to Finance and Risk Committee 16 October, to be tabled at first H&S Committee 6 November) Is this adequate? Are the “right” things covered which provide the assurance needed?

Membership:

Chair – External Trustee, DSO, HoSE, DPCS, DPFS, Student Activities Manager, Operations Manager, Events and Conferences Manager, College individuals – Director of Safety, Building Managers, Fire Officer, 2 appointed students from Council

Gaps & Challenges

Leadership:

Is there enough capacity within the Leadership team to drive the H&S agenda? Should a H&S role be created to add additional impetuous at this stage?

Training and Competence:

There is need for a competence framework so that its clear what skills level is require for each job / responsible person. There is a matrix in place for commercial areas.

Embedding a positive culture:

While there is evidence of good practise, particularly noted during a Caving Club incident, there isn’t evidence that this is embedded across all CSP’s.

Central Repository for Evidence:

There needs to be one go-to place for Union H&S records, templates, forms, RAM’s,

Systems of Work

Lack of clear processes .e.g. inspections, how often is Beit Quad inspected? Where are these reports stored for future reference and reporting? Who takes responsibility? How often are they completed? Going forward, DSO committed to twice a week inspection (Monday, after weekend and on a Thursday, after busy Wednesday)

The standard inspection template needs capture a checklist, so that

* a systematic record is kept
* a consistent record is generated
* clear sign off by Executive leads and individual carrying out the inspection

Standard Operating Procedures (SOP’s) needed across all services. Finance & Risk (Board subcommittee) approved a new set of Commercial SOP’s in October 2019.

RAM’s

The balance score card captures the no of CSP RAM’s in place. However, there needs to be a review of the quality and consistency (how good are they?). Also, what measures are in place to evidence that RAM’s are being followed?

Where is the record of RAM’s for Beit Quad spaces?

Have the major H&S risks for each area (Commercial, CSP’s been identified? What are the mitigations?

Out of Hours Cover

Some CSP’s are reaching out to the DPCS for out of hours support. **ACTION**: HoSE to investigate what arrangements are in place.

Evidence

Building inspections of Beit Quad spaces are undertaken by Administration Support Coordinator and reported back to the H&S committee. The ASC appeared 3 times last year at the H&S committee.

The Student Activities Team also conduct inspections, but these are on an occasional basis.

Training is in place for CSP’s and is delivered through the Officer Academy. CSP’s also receive briefings for Trips and Tours. What’s the coverage? (See Balance score card)

HACCAP – Food Hygiene Standards

* Monthly audits are undertaken
* Records are kept
* Pest Control contract is in place, delivered by Mighty? Pest Control
* Fire Exits checks are undertaken
* Etc…

Food Alert (H&S consultants providing specialist food safety) have been contacted. Currently in process of scoping out a piece of work to include training, an assessment, audit; this piece will be taken further once the Operations Manager is in place.

Next Steps: (*in no particular order*)

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| No | Action | Rationale | By Whom | Timescale |
| 1 | Establish one central store for all H&S documentation | Establish one go-to depositary for templates, reports, policy, RAM’s, HACCP standards, inspections etc… | DSO | 1 December |
| 2 | External Audit   * Develop scope of KPMG visit in March/April 2020 to review H&S | Critical assessment of the effectiveness of H&S management system | HoFR | Agree scope by 28 February 2020 – 5 day visit in March/April |
| 3 | Buy-in additional expertise to assist with establishing good practise – develop scope   * map out H&S management for CSP’s * Review previous report by Carter Corson | Reviewing RAM’s for CSP’s, setting standards, reviewing current approach and making recommendations | DSO to circulate report  HoSE to consider risk areas for CSP’s | TBD? |
| 4 | College Inspection Visit   * 13 November 2019, 2pm – 5pm   *undertake pre-inspection* | To prepare for College inspection | DSO | 13 November 2019 |
| 5 | Training Audit  Establish competence framework e.g.   * First Aid * Fire Wardens * Manual handling * Food hygiene * Events Management | Ensure statutory and mandatory training regimes are in place  Test effectiveness | HoCS / HoSE / HoFR | TBA – consider if this is covered by Student Development work stream… |
| 6 | Establish coordinated Beit Quad inspection regime | Step-up and support existing inspections by ASC (Admin Support Coordinator) | DSO – committed to Mon & Thurs walkabouts | 4 November |
| 7 | Talk with College about shared risk   * identify risks * share at H&S * Talk with College | e.g.  Clarify out of hours cover (DPCS receiving some support calls out-of-hours from CSP’s on tours) |  |  |

Glossary of terms:

ASC = Administration Support Coordinator

DSO = Department Safety Officer – person with delegated responsibility

HACCP = Hazard Analysis and Critical Control Point (food hygiene)

H&S = Health and Safety

HoC = Head of Commercial Services

HoFR = Head of Finance and Resources

HoSE = Head of Student Experience

RAM’s = Risk Assessments (suitable and sufficient)

TBD = To be decided