

**Health and Safety Management – Organisational Arrangements Responsibilities  
for Health and Safety**

**Contents**

1. Introduction .....	2
2. General requirements.....	2
3. University of Westminster Colleagues .....	3
4. Court of Governors .....	3
5. University Executive Board.....	4
6. Heads of Professional Services Departments /Schools .....	6
7. Line Managers .....	7
8. Colleagues with Supervisory Responsibilities, e.g. Academic Colleagues .....	9
9. Students .....	10
10. Duties of Visitors, Contractors and Others.....	10
11. Duties of the Safety, Health and Wellbeing Team.....	10
12. Safety Representatives .....	11
13. Review and revision .....	11
14. Appendix: Colleagues with special responsibilities for Health and Safety .....	12
15. References.....	12
16. Glossary .....	12
17. Acknowledgements .....	14

## 1. Introduction

The Health and Safety at Work etc. Act 1974 and the Management of Health and Safety at Work Regulations 1999 require the employer to identify the organisational arrangements for implementing its health and safety policy. This document forms part of the University's organisational arrangements for managing health, safety and welfare together with organisational arrangements required by the Regulatory Reform (Fire Safety) Order 2005. It is not exhaustive as some specific topics (e.g. asbestos) have separate arrangements, detailed on the SharePoint Intranet. The aim of this document is to ensure that managers, other colleagues and all other persons using or working on University premises, and/or who are affected by the University's undertakings are aware of their health and safety responsibilities and contribute to a good health and safety culture.

Key components of a good health and safety culture are:

- transparent methods of informing and consulting with the workforce;
- visible commitment by top management;
- meaningful consultation with Trade Unions;
- recognition of the fact that everyone has a role to play;
- co-operation between colleagues;
- open two-way communications; and
- high quality of knowledge, skills and experience. *Ref: HSG48*

An essential element of a good health and safety culture is a clearly defined health and safety management system which includes the following:

- linking health and safety to your institution's strategic corporate objectives;
- understanding the workplace health and safety risk profile of the institution; including students' activities and psychological risk;
- clearly defined responsibilities and accountabilities for all colleagues;
- effective communication and consultation on health and safety with Trade Unions and other key stakeholders;
- development of health and safety competency across the institution that supports the management system;
- integration of health and safety management into the institution's planning process;
- allocation of sufficient resources for the management of health and safety;
- a meaningful set of health and safety performance measures;
- the ability to review the working of the health and safety management system and learn from experiences, whether negative or positive;
- that work as imagined can be different from work as done; understanding that people do not always follow the controls in place;
- holding the right people accountable when it is fair to do so and not to seek to blame people for genuine errors and mistakes.

Sensible approach to health and safety management means focusing on the significant risks which are those with the potential to cause real harm and suffering and avoiding diverting resources on every day and societal risks.

## 2. General requirements

Everyone employed or studying with the University or working on its premises has a responsibility to work with due regard for the health and safety of themselves and those around them.

Where individuals have specific responsibilities for health and safety, those responsibilities will normally be included in their job descriptions (Appendix i).

**The following individuals and groups have responsibilities for managing health, safety and welfare as outlined below. Note that for some individuals more than one section may apply:**

### **3. University of Westminster Colleagues**

- 3.1. Will make themselves familiar with the University's Safety, Health and Wellbeing Policy.
- 3.2. Will at all times comply with the requirements of the University Policy and Procedures.
- 3.3. Will note that all colleagues have a statutory duty to safeguard their own and others' health and safety.
- 3.4. Will be familiar with the actions to undertake in the event of a fire or on hearing the fire alarm.
- 3.5. Will know the procedures for summoning assistance in the event of accident or ill-health and the procedures for accident reporting.
- 3.6. Will report (ideally via the online system provided) all accidents, incidents, diseases and dangerous occurrences, whether persons are injured or not, and whether or not property damage has occurred (ie near misses need to be reported promptly).
- 3.7. Will report immediately to their Line Manager or other University Manager as appropriate or convenient, any perceived health and safety hazards (ensuring imminent risk of harm is reduced to a safe level, where possible), and will seek advice and guidance on any matters of which they have doubts or concerns.
- 3.8. May make suggestions to their Line Manager, Head of Unit, Safety Representative, Safety, Health and Wellbeing Team or to the Safety, Health and Wellbeing Committee for the improvement of health and safety within the University.
- 3.9. Will have regard to the fact that breaches of health and safety policy will be dealt with through the University's Disciplinary Procedure Policy and that any acts or omissions which place others at risk of serious injury will be considered as gross misconduct within the terms of that procedure, and may therefore lead to dismissal.
- 3.10. Will have regard to the fact that the role of the University's appointed Safety, Health and Wellbeing Advisers whether employed directly by the University or through a consultancy, is to offer advice and guidance in matters of health and safety. It is not their role to assume the duties and responsibilities assigned to colleagues.
- 3.11. Will engage with training relating to Safety, Health and Wellbeing, whether this is at organisational, role-specific, or local level.
- 3.12. Will source, use, and dispose of all equipment and materials properly, in accordance with instructions and training.
- 3.13. Will wear appropriate personal protective equipment and use appropriate safety equipment/devices at all prescribed times and in all prescribed places.

### **4. Court of Governors – GOVERNANCE**

The Court of Governors has strategic oversight of all matters related to health and safety and seek assurance that effective arrangements are in place and are working. The Court of Governors also has a responsibility to ensure commitment to the University's Safety, Health and Wellbeing Policy, and to ensure the provision of safe and healthy working conditions.

#### **Plan:**

- 4.1. Ensure health and safety matters are communicated in a timely fashion to and from the Court of Governors.
- 4.2. Review the University's Safety Health and Wellbeing Policy on a regular basis.
- 4.3. Review the University's health and safety objectives/Key Performance Indicators (KPIs) on a regular basis.
- 4.4. Be aware of significant health and safety risks faced by the organisation.
- 4.5. Be aware of significant wellbeing risks faced by the organisation.
- 4.6. Consider the health and safety implications of strategic decisions such as large projects.
- 4.7. Ensure that business continuity arrangements are kept up to date.

#### **Do:**

Seek assurances that:

- 4.8. Health and safety arrangements are adequately resourced;
- 4.9. Risk control measures are in place and acted on;
- 4.10. There is an effective process to identify training and competency needs in keeping with health and safety responsibilities;
- 4.11. There is a process to review emergency and fire evacuation plans for effectiveness;
- 4.12. There is a process for auditing health and safety performance;
- 4.13. There is a forum such as a separate risk management or health and safety committee as a subset of the Court of Governors, chaired by a member of the leadership /executive team to oversee health and safety;
- 4.14. The University has access to competent health and safety advice; and
- 4.15. There is a process for colleagues or their representatives to be involved and engaged in decisions that affect their health and safety.

**Check:**

- 4.16. Receive and reasonably evaluate leading and lagging data relevant to health and safety; and where appropriate, ask for data on process (preventative & maintenance) and competency indicators.
- 4.17. Ensure that management systems allow the Court of Governors to receive assurances about all University activities (including significant partnerships, collaborations and wholly owned companies).

**Review:**

- 4.18. Be satisfied that there are regular independent reviews of Health & Safety management across the University.
- 4.19. Seek satisfaction that lessons are learnt from accidents and near-misses.
- 4.20. Review audit processes to ensure that they are appropriate for the University.
- 4.21. Regularly review the University's health and safety risk profile.

The Safety, Health and Wellbeing Team will provide:

- Annual reports on health and safety;
- Briefing sessions or papers on significant events and changes to legal requirements;
- Formal or informal training;
- Submission of University KPIs; and
- Provision of contextual information about comparisons with sector norms and statistical information.

## **5. University Executive Board – STRATEGIC MANAGEMENT**

As a leader of the University, it is reasonable to expect that you will demonstrate the same leadership qualities in health and safety as you do in your academic/professional field. Making sure that colleagues, students, visitors and contractors are safe is an essential part of managing risk and the leadership team has an influential part to play.

Although accountability will rest with you, you will normally delegate the responsibility of operational aspects for health and safety management to other tiers of managers.

However, you must implement a process to provide assurances to the Court of Governors that these responsibilities are being fulfilled.

**Plan:**

- 5.1. Establish a Safety, Health and Wellbeing committee.
- 5.2. Sign up to the University's Safety, Health and Wellbeing policy statement as a demonstration of ownership and communicate its values throughout the University.
- 5.3. Agree how the policy will be measured, monitored and reported, through the development of appropriate KPIs.
- 5.4. Allocate sufficient resources to the management of health and safety.
- 5.5. Set health and safety objectives for your leadership team.
- 5.6. Agree the health and safety risk register by using a risk profiling exercise.
- 5.7. Ensure that the occupational health service is integrated into the University's health and safety

management system.

- 5.8. Determine what health and safety risks should be included in your business risk register.
- 5.9. Agree a University-wide health and safety competency framework.
- 5.10. Agree a University-wide health and safety internal auditing program based on its health and safety risk profile.
- 5.11. Ensure emergency procedures encompass all relevant risks.
- 5.12. Consider the health and safety implications of strategic decisions such as large projects.
- 5.13. Agree a process to have a statutory compliance management system in place as part of the University's Health and Safety Action Plan and agree measures for delivery of the plan.

**Do:**

- 5.14. Develop, consult and implement the University's Safety Health and Wellbeing Policy.
- 5.15. Have a regular communication meeting with the University's competent health and safety professional(s).
- 5.16. Define the membership (in line with appropriate regulations) and Terms of Reference of the University's Health and Safety Committee.
- 5.17. Chair the University's Safety, Health and Wellbeing Committee.
- 5.18. Lead on campaigns to raise health and safety awareness and behaviour change.
- 5.19. Discuss Health and Safety issues and performance with direct reports and at professional development reviews.
- 5.20. Lead by example e.g. take an interest in Health and Safety activities.
- 5.21. Follow local procedures and ask about health and safety issues and how they are managed when on tours or visits.

**Check:**

- 5.22. Check that your processes are working.
- 5.23. Enquire with direct reports as to whether appropriate health surveillance is in place for occupational illnesses.
- 5.24. Confirm that direct reports are aware of inspections and investigations in their departments, and any actions upon recommendation.
- 5.25. Accompany direct reports on an inspection or visit during the year.
- 5.26. Receive and review performance data such as KPIs.
- 5.27. Check if you are delivering on your own objectives and those set by your leadership team. Use the Professional Development Review (PDR) process for this.
- 5.28. Review deployment of resources e.g. are they sufficient, competent and effective.

**Review:**

- 5.29. Review your health and safety performance and that of your direct reports. Celebrate their achievements and take corrective action where targets are not being met.
- 5.30. Share the results with colleagues and students – seek their views on improvements.
- 5.31. Respond to reports, audits, health and safety committee recommendations and inspections from external and internal stakeholders e.g. insurance providers, trade union safety representatives, regulators and the Safety, Health and Wellbeing Team.
- 5.32. Use the information to review your planning process.
- 5.33. Check that all actions and recommendations from Health and Safety monitoring e.g. internal and external audits and inspections are implemented.

The Safety, Health and Wellbeing Team will provide:

- Annual reports on health and safety;
- Briefing sessions or papers on significant events, and changes to legal requirements;
- Support with the development of a set of University KPIs including leading and lagging indicators;
- Facilitate and advise on the development of a health & safety risk register;
- Provide contextual information about comparisons with sector norms and statistical information;
- Develop a health and safety competency and training framework;
- Internal health and safety audits based on programmes agreed with the leadership team; and

- Advice on interpretation of health and safety legislation and best practice.

## **6. Heads of Professional Services Departments /Schools – OPERATIONAL / STRATEGIC MANAGEMENT**

As a senior manager of the University, you are expected to implement your local safety management arrangements and manage risks to protect colleagues, students, visitors and contractors working in your school or department.

You need a clear understanding and oversight of the operations and activities undertaken in your school/department so that you are well placed to define the most appropriate local safety structures to ensure integration with the overall strategic direction of your school or department.

### **Plan:**

- 6.1. Align your school or department health and safety plan to the institution's strategy.
- 6.2. Agree a health and safety risk register by using a risk profiling exercise.
- 6.3. Include appropriate health and safety risks in your school or department business risk register.
- 6.4. Engage with and support the local Safety, Health and Wellbeing local group, including providing input to the membership and governance arrangements (including trade union representation) and terms of reference
- 6.5. Ensure consultation involves trade union representatives and all relevant stakeholders including student representatives.
- 6.6. Ensure that induction arrangements include all relevant information for all new starters.
- 6.7. Plan your arrangements to manage health and safety e.g. set up meetings at which health and safety is discussed, monitoring processes, determine KPIs, and identify training, competency and development needs.
- 6.8. Plan that you, colleagues in your school/department, students, contractors and others have appropriate training for their role.
- 6.9. Assign sufficient resources (competent personnel, with enough time and facilities). Include specialist support eg Biosafety specialists etc. where needed.
- 6.10. Plan arrangements to ensure the health and safety of all persons who may be affected, including contractors, students and visitors.

### **Do:**

- 6.11. Put in place processes to ensure all activities are appropriately risk assessed, and controls are implemented.
- 6.12. Ensure responsibilities are delegated and understood for tasks such as the completion of risk assessments.
- 6.13. Chair, or ensure that one of your senior managers chairs, your Safety, Health and Wellbeing local group; attend the group.
- 6.14. Produce and communicate your annual health and safety plan.
- 6.15. Have a regular communication meeting with a Safety, Health and Wellbeing adviser.
- 6.16. Have oversight of accident and incident investigations.
- 6.17. Agree health and safety competency and development needs of all your school/department and set a training objective e.g. using a training matrix or competency development framework with your senior team (see [Organisational Arrangements – Capabilities and Training for Health and Safety](#)).
- 6.18. Assess the health and safety impact of new projects at planning stages e.g. when proposing refurbishment of an area or procurement of a software system.
- 6.19. Ensure all colleagues, students and contractors have training appropriate to their role.
- 6.20. When purchasing equipment, consider the health and safety requirements / implications – set-up, use, maintenance, inspection & servicing, disposal.
- 6.21. Embed health and safety arrangements during procurement of materials and equipment, services, and contractors.

### **Check:**

- 6.22. Attend safety inspections of your area at appropriate intervals.
- 6.23. Check that agreed health and safety training objectives are being met. Use the professional

development review process to assist you.

- 6.24. Analyse safety information data to identify emerging trends in the school or department such as accident, sickness absence and training data.
- 6.25. Check people have training to become competent (i.e., have the knowledge, skills and experience) in their role.
- 6.26. Keep colleagues informed by monitoring progress and actively seek their views on improvements e.g. via your local Safety, Health and Wellbeing groups and departmental meetings.
- 6.27. Check that all actions and recommendations from Health and Safety monitoring e.g. internal and external audits and inspections are implemented.

**Review:**

- 6.28. Review risk management processes regularly.
- 6.29. Take action to implement recommendations from your risk management review.
- 6.30. Consider information from external and internal sources e.g. audits, inspections by central health and safety staff, and how corrective actions/recommendations are to be implemented.
- 6.31. Review your own health and safety performance and that of your direct reports and celebrate their achievements.
- 6.32. Use the information to review your planning process.
- 6.33. Review the training matrix and attendance to ensure it is effective.

The Safety, Health and Wellbeing Team will support Heads of Schools and Professional Services Directors with:

- Communications about significant events, changes to legal requirements of relevance to your faculty / school / directorate.
- Attendance at health and safety committees or other meetings where health and safety is discussed.
- Facilitate and advise on the development of a health & safety risk register.
- Information about accidents and incidents occurring in your school / department.
- Guidance on how to investigate incidents and health and safety issues.
- Action plans and recommendations from investigations.
- Advice on management actions and proportionate responses to incidents.
- Advice on interpretation of health and safety legislation and best practice.
- Training courses or delivery of presentations and information.
- Completion of school/directorate returns of KPIs.
- Assistance to managers during external audits, inspections, etc.

The Director of People, Culture and Wellbeing, as the line manager of the Head of Safety, Health and Wellbeing, has responsibility for:

- The leadership of safety, health and wellbeing.
- Ensuring that the University's strategy incorporates health and safety objectives, and that health and safety is considered in the University's planning processes.
- Representing the professional health and safety advisory function at Senior Management level (Resources Committee – a sub-committee of the Court of Governors, Professional Services Directors, Executive and Operational Leadership Forum), thus ensuring that health and safety is not overlooked in decision making.

## **7. Line Managers – OPERATIONAL MANAGEMENT**

As a line manager in a school or department you are expected to implement your local health and safety management arrangements, and to monitor and check their effectiveness.

**Plan:**

- 7.1. Set reasonable objectives to cover your area of responsibility, including allocation of work on risk assessments based on your senior manager's plan.
- 7.2. Develop or use existing communication processes (e.g. team meetings) to keep your team informed and receive information back from team members.

7.3. Plan deployment of resources to achieve your health and safety objectives such as training.

**Do:**

- 7.4. Implement your local health and safety policy and arrangements.
- 7.5. Carry out the health and safety plan and objectives.
- 7.6. Ensure risk assessments are undertaken, recorded and reviewed; that colleagues, contractors and students are following all safe systems and control measures.
- 7.7. Provide induction training for all colleagues and students in accordance with your training and competency framework.
- 7.8. Ensure any new processes are properly risk assessed before implementation.
- 7.9. Ensure all new equipment is checked for hazards, and users are trained on safe systems of work and risk control measures.
- 7.10. Implement your health and safety training objectives identified in your health and safety plan or from your risk assessments.
- 7.11. Provide colleagues with health surveillance if identified in risk assessments.
- 7.12. Lead a programme of inspections and be involved in audits when asked.
- 7.13. Take appropriate action when health and safety is likely to be compromised; if necessary, suspending an activity pending reassessment of the risk.
- 7.14. Keep yourself up to date with health and safety requirements for your area of responsibility. Use UCEA and USHA guidance on specific sector risks to support you.
- 7.15. Have an annual programme for statutory testing of equipment, as required for local exhaust ventilation, pressure systems and lifting equipment.
- 7.16. Respond to external influences such as Health & Safety Executive (HSE) or other regulatory body visits, audits and changes in legal requirements.

**Check:**

- 7.17. Monitor that risk assessments have been carried out, recorded and control measures are effectively implemented; you could do this through observation monitoring or during inspections.
- 7.18. Check that all statutory examinations are carried out within the prescribed timescales and that requirements and recommendations are acted upon (e.g. local exhaust ventilation, pressure systems and lifting equipment).
- 7.19. Monitor the completion/progress of actions arising from audits and inspections.
- 7.20. Check your own progress and achievements against your health and safety plan and objectives.
- 7.21. Monitor your training plans and safety inductions. Use your PDR process for this.
- 7.22. Analyse safety information data to identify emerging trends in your area of responsibility e.g. accidents, sickness absence, training data.
- 7.23. Report on findings of inspections and actions undertaken to the local Safety, Health and Wellbeing group. Use your safety information data to present information and discuss trends, while adhering to data protection requirements.

**Review:**

- 7.24. Review actions arising from audits to ensure they have been completed or progress is being monitored.
- 7.25. Embed learning points from accidents and incidents, updating risk assessments as appropriate.
- 7.26. Contribute to your school/department annual safety review.
- 7.27. Use the information to review your planning process.

The Safety, Health and Wellbeing Team, and any local appointed role holders will support with:

- Communications about significant events, changes to legal requirements of relevance to your school / department.
- Attendance at local Safety Health and Wellbeing local groups committees or other meetings where health and safety is discussed.
- Information about accidents and incidents occurring in your school / department.
- Participation in discussions to resolve local health and safety issues.
- Action plans and recommendations from investigations.
- Advice on management actions and proportionate responses to incidents.

- Advice on interpretation of health and safety legislation and best practice.
- Training courses or delivery of presentations and information.
- Completion of school / department returns of KPIs.
- Assistance to managers during audits, inspections, etc.

## **8. Colleagues with Supervisory Responsibilities, e.g. Academic Colleagues – OPERATIONAL MANAGEMENT**

As a colleague with supervisory responsibility in a school / department you are expected to monitor and check that the local arrangements and rules are being followed. A critical aspect of this role is to ensure that any concerns with the effectiveness of local health and safety arrangements are communicated to the appropriate person to ensure continual improvement of your health and safety management system.

### **Plan:**

- 8.1. Ensure that you understand local safety policy and procedures.
- 8.2. Plan any skill, knowledge or refresher training for yourself and your team, and students where appropriate, based on school / departmental training objectives and competency framework.
- 8.3. Think about how procedures based on risk assessments can be effectively communicated.
- 8.4. Plan your resources and ensure all colleagues understand what is expected of them.

### **Do:**

- 8.5. Ensure colleagues and students are aware of and follow all relevant safe systems.
- 8.6. Ensure visitors and contractors are provided with relevant health and safety information.
- 8.7. Develop clear and concise procedures and include key safety information in them.
- 8.8. Implement aspects of the health and safety plan that relate to your area.
- 8.9. Ensure that you and your team, and students where appropriate, have received induction training and relevant training appropriate to their activities/studies.
- 8.10. Raise any health and safety concerns or non-conformance through your line-management structure.
- 8.11. Be involved in local workplace inspections and local Safety Health and Wellbeing groups (via a school/PS Directorate representative).
- 8.12. Provide feedback on health and safety issues.
- 8.13. Be involved in accident/incident/near miss investigations.

### **Check:**

- 8.14. Ensure your risk assessments have been carried out, are up to date, reviewed; recorded, and that control measures are effectively implemented and understood.
- 8.15. Ensure your actions arising from audits and inspections have been completed or monitor progress.
- 8.16. Check that your safety critical equipment maintenance and inspections are up to date before it is used.
- 8.17. Check that you are meeting the health and safety objectives and plan.

### **Review:**

- 8.18. Provide feedback on your health and safety performance to your line manager and celebrate achievements.
- 8.19. Review accidents and incidents and ensure lessons learnt from investigations are embedded into revised procedures.
- 8.20. Contribute on request from your line manager to your local annual safety review.
- 8.21. Use the information to review your planning process.

The local appointed role holders (where present) and the Safety, Health and Wellbeing Team will support with:

- Communications about significant events, changes to legal requirements of relevance to your faculty / school / department.
- Attendance at Safety, Health and Wellbeing local groups or other meetings where health and safety is discussed.
- Information about accidents and incidents occurring in your school / department.
- Participation in discussions to resolve local health and safety issues.

- Action plans and recommendations from investigations.
- Advice on management actions and proportionate responses to incidents.
- Advice on interpretation of health and safety legislation and best practice.
- Training courses or delivery of presentations and information.
- Contribute to your school / department returns of KPIs.
- Assistance to managers during audits, inspections, etc.

## 9. Students

- 9.1. Will ensure that they are aware of the University's safety, health and wellbeing policy, and procedures; understand them and conform to them at all times.
- 9.2. Will wear appropriate safety clothing and use appropriate safety equipment at all times when indicated that these are necessary.
- 9.3. Are not permitted to use any machinery, equipment, substance or safety device that has been provided at a place of work unless they are deemed competent to do so having received adequate training and instructions from the appropriate colleague within their School.
- 9.4. Will report all accidents and dangerous occurrences to the University (via the online reporting system and to a University colleague, where possible), whether persons are injured or not.
- 9.5. Will report all hazards to a University colleague.
- 9.6. Will have regard to the fact that breaches of health and safety rules by Students will be dealt with through the University's Disciplinary Procedure and that any acts or omissions which place others at risk of serious injury may result in suspension or expulsion.
- 9.7. Will be familiar with the actions to undertake in the event of a fire or on hearing the fire alarm and will promptly leave the premises and assemble at the relevant assembly point.
- 9.8. Will know the procedures for summoning assistance in event of accident or ill-health.

## 10. Duties of Visitors, Contractors and Others

- 10.1. Will ensure that they are aware of the relevant University's safety health and wellbeing policies and procedures, understand them and conform to them at all times.
- 10.2. Will wear appropriate safety clothing and use appropriate safety equipment at all times when indicated that these are necessary.
- 10.3. Are not permitted to use any machinery, equipment, substance or safety device that has been provided at a place of work unless they are competent to do so or have received adequate training and instructions from their immediate manager/supervisor.
- 10.4. Will report all accidents and incidents to a University colleague, whether persons are injured or not.
- 10.5. Will report all hazards to a University colleague so that they can be made safe before harm occurs.
- 10.6. Will have regard to the fact that breaches of health and safety rules by Contractors or Visitors will be dealt with through the Senior Management Team and that any acts or omissions which place others at risk of serious injury may result in removal from site and/or immediate termination of Contract and/or legal proceedings.
- 10.7. Will leave the site clean and safe.

## 11. Duties of the Safety, Health and Wellbeing Team

- 11.1. Will recommend and communicate University Safety, Health and Wellbeing Policy and Procedures.
- 11.2. Will advise on all areas of health and safety relating to the University and its undertakings.
- 11.3. Will, in conjunction with People, Culture and Wellbeing colleagues, advise on appropriate training and individual requirements.
- 11.4. Will manage the recording and investigation of near misses, accidents, occupational diseases and dangerous occurrences and liaise with the HSE (Health and Safety Executive) if required.
- 11.5. Will ensure that all legislative requirements in terms of certificates, licenses and consents are complied with in the areas of health and safety; and will ensure that the University is aware of and benefits from sector and best practice initiatives.
- 11.6. Will implement a University-wide programme of health and safety audits.
- 11.7. Will maintain effective working relationships with appropriate regulatory authorities and emergency

services and other stakeholders such as insurers, customers and legal advisers as appropriate.

- 11.8. Have the authority to prevent any activity, process or equipment being used where it presents an imminent and significant risk to health and safety.
- 11.9. Will liaise with the University's appointed occupational health provider.
- 11.10. Will assess the risks arising from fire and recommend suitable risk control measures.
- 11.11. Will assess the requirement for adequate first aid cover and arrange for appropriate training of first aiders.
- 11.12. Will assess the requirement for specialist health and safety advisors and advise management accordingly.
- 11.13. Will, from time to time, report to senior management on the effectiveness of the health, safety and welfare arrangements.

## **12. Safety Representatives**

- 12.1. Recognised Trade Unions may appoint Safety Representatives to perform the functions and activities as specified in the Health and Safety at Work etc Act 1974, and the Safety Representative and Safety Committee Regulations 1977.
- 12.2. Safety Representatives are required to represent all members of the University at local Safety Health and Wellbeing Groups and at University Safety Health and Wellbeing Committee Meetings unless the University is notified in writing to the contrary.
- 12.3. Notification of non-union member representation requires the election of non-union Representatives of Employee Safety under the Health and Safety (Consultation with Employees) Regulations 1996. This process is managed by the Director of People, Culture and Wellbeing. Should non-union member colleagues not elect Representatives of Employee Safety, the University will consult with individual colleagues in a number of ways including by direct consultation, and indirect consultation; as well as inviting unelected representatives to local Safety Health and Wellbeing groups & the Wellbeing Sub-Group of the Safety, Health and Wellbeing Committee.
- 12.4. Notification of the names of Safety Representatives when appointed must be made in writing to the Director of People, Culture and Wellbeing and to the Head of Safety, Health and Wellbeing by an official of the trade union concerned. The appointment of a Safety Representative will only be accepted by the University where such formal notification is made, and where the Court of Governors formally recognises the Union.
- 12.5. The University recognises the value of working with Safety Representatives, and the University and the recognised unions will work together within the standards outlined in the HSE publication "Consulting workers on health and safety". This will include the University making provision to allow Safety Representatives to carry out their functions of: investigation, making representation, inspection, consultation, receipt of information from inspecting authorities, and meeting attendance.
- 12.6. The University will liaise with the relevant Safety Representatives over any changes which may have a significant effect on the health, safety or welfare of colleagues or students within the University.
- 12.7. It is recognised that some specialist training is a requirement for Safety Representatives and the People, Culture and Wellbeing Department should be kept aware of any staffing issues to ensure that Safety representatives receive support in terms of finance, coverage and basic provisions (such as access to a computer, etc.).
  - In the HSE's Approved Code of Practice ([L164](#)), note 27 includes:  
*There should be good communication between the health and safety representatives and the management team responsible for making health and safety decisions, so that issues are promptly picked up and addressed.* Trades Union representatives, along with the University are committed to resolving problems before they escalate.

## **13. Review and revision**

These Organisational Arrangements are subject to review and revision. That review shall be initiated by the Safety, Health and Wellbeing Team, and shall take place whenever there is a significant change in the organisation or legislation that may affect their effectiveness or within five years of date of the last review.

## 14. Appendix: Colleagues with special responsibilities for Health and Safety

The following colleagues have special responsibilities for the management of health and safety matters as specified in the job descriptions for those positions.

- University Secretary and Chief Operating Officer
- The Director of People, Culture and Wellbeing
- The Head of Safety, Health and Wellbeing

Note that certain individuals have responsibilities under specific pieces of legislation, e.g. the Director of Estates, Planning and Services; and the University will have specific responsibilities under particular pieces of legislation.

These responsibilities are set out in topic-specific guidance relating to that legislation. These positions will be updated to reflect any changes in University structure.

## 15. References

### University References

[Safety, Health and Wellbeing Policies and Procedures:](#)

External website (abbreviated list):

<https://www.westminster.ac.uk/about-us/our-university/corporate-information/policies-and-documents-a-z/safety-health-and-wellbeing-policies>

SharePoint Intranet: internal website (comprehensive list):

<https://universityofwestminster.sharepoint.com/sites/Resources/SitePages/Health%20and%20Safety%20policies%20and%20guidance.aspx>

Organisational Charts:

<https://universityofwestminster.sharepoint.com/Pages/Home.aspx#>

### External References

Leadership and management of health and safety in higher education institutions. Management Standard– USHA / UCEA October 2023.

<https://www.ucea.ac.uk/library/publications/Leadership-and-management-of-health-and-safety-in-higher-education-institutions/>

Reducing error and influencing behaviour (HSG48) Health and Safety Executive

<https://www.hse.gov.uk/pubns/books/hsg48.htm>

Health and safety representatives: Involving your workforce in health and safety - Guidance for all workplaces HSG263 Health and Safety Executive 2015

<https://www.hse.gov.uk/pubns/priced/hsg263.pdf>

Page 28 - paragraph 99 – direct consultation, paragraph 100 – indirect consultation

Health & Safety Executive: <http://www.hse.gov.uk/index.htm>

Management for Health & Safety: <http://www.hse.gov.uk/pubns/priced/hsg65.pdf>

UCEA Health & Safety Documents: <http://www.ucea.ac.uk/en/publications/index.cfm>

## 16. Glossary

### **Competent person**

A 'competent person' is someone who has the necessary training, knowledge, experience, expertise and/or other qualities to complete their allotted task safely and effectively.

### **Corporate Manslaughter**

The Corporate Manslaughter and Corporate Homicide Act 2007 enables a corporate entity to be prosecuted if it can be proven that there was a gross breach of a relevant duty of care by 'senior management' which leads to a person's death. Senior Managers are defined as those persons who play a significant role in the management of the whole or a substantial part of the organisation's activities.

The legislation places no new duties or responsibilities upon companies and organisations but does potentially increase the penalties and moral opprobrium in circumstances where gross causative breaches of health and safety have been identified.

Companies and organisations that manage their Health and Safety responsibilities effectively are not likely to be in breach of this legislation. However, it is important for companies to keep their arrangements under review, particularly the way senior management manages and organises activities.

### **Health & Safety at Work etc. Act 1974**

This is the principal enabling Act of Parliament, under which more specific and detailed relevant statutory provisions are made.

A list of current legislation is at <http://www.hse.gov.uk/legislation/index.htm>

### **HASMAP**

Health And Safety Management Profile, a sector management tool that can be used to measure performance.

### **Lead and Lag data or indicators**

Information relating to health and safety performance indicators such as accident rates, near miss rates, training records, audit and inspection results, preventative maintenance records, behaviours, workdays lost to occupational illness or injury, civil claims records, etc.

### **Risk Profile**

The risk profile of an organisation informs all aspects of the approach to risk management, including leading and managing its health and safety risks.

Every organisation will have its own risk profile. This is the starting point for determining the greatest health and safety issues for the organisation. In some businesses the risks will be tangible and immediate safety hazards, whereas in other organisations the risks may be health – related and it may be a long time before the illness becomes apparent.

A risk profile examines:

- the nature and level of the threats faced by an organisation;
- the likelihood of adverse effects occurring;
- the level of disruption and costs associated with each type of risk; and
- the effectiveness of controls in place to manage those risks.

The outcome of risk profiling will be that the right risks have been identified and prioritised for action, and minor risks will not have been given too much priority. It also informs decisions about what risk control measures are needed.

### **Researcher Development Framework**

Vitae framework: <https://www.vitae.ac.uk/researchers-professional-development/about-the-vitae-researcher-development-framework>

### **Responsible Research**

Guidance on managing health and safety in research

<https://www.ucea.ac.uk/library/publications/Responsible-Research-Managing-Health-and-Safety-in-Research/>

### **Safety Consultation**

Employers have a duty to consult with their employees, or their representatives, on health and safety matters. The law sets out how employees must be consulted in different situations and the different choices employers have to make. There are two different regulations that require employers to consult their workforce about health and safety: Safety Representatives and Safety Committees Regulations 1977  
Health and Safety (Consultation with Employees) Regulations 1996  
Information on this is available at: <https://www.hse.gov.uk/simple-health-safety/consult.htm>

### **Safety Culture**

See HSE's definition:

*What is safety culture? "The safety culture of an organisation is the product of individual and group values, attitudes, perceptions, competencies, and patterns of behaviour that determine the commitment to, and the style and proficiency of, an organisation's health and safety management. Organisations with a positive safety culture are characterised by communications founded on mutual trust, by shared perceptions of the importance of safety and by confidence in the efficacy of preventive measures."* ACSNI Human Factors Study Group: Third report - Organising for safety HSE Books 1993  
<https://www.hse.gov.uk/humanfactors/assets/docs/common4.pdf>

### **"So far as is reasonably practicable", SFAIRP**

The HSWA, alongside other safety legislation, imposes certain duties and responsibilities on employers and duty holders with respect to the health, safety and welfare of their employees and others who may be affected by their activity.

Some of these duties are 'absolute' and must be complied with, such as the duty of employers to "undertake a suitable and sufficient risk assessment" of work-related risks. But some are qualified by the phrases 'so far as is practicable' and 'so far as is reasonably practicable'. The meanings of these phrases have been established by case law.

To carry out a duty 'so far as is reasonably practicable' means that the degree of risk in a particular environment or activity can be balanced against the time, trouble, cost and physical difficulty of taking measures to avoid the risk. The greater the risk, the greater the rigour that may be expected to control it.

The duty to take reasonably practicable measures is one of the most widespread requirements in modern UK health and safety law. One example can be seen in Section 13 of the Workplace (Health, Safety and Welfare) Regulations 1992, where it states that reasonably practicable measures should be put in place to stop people falling or being struck by falling objects in the workplace.

'So far as is practicable', without the word 'reasonably', implies a stricter standard. This duty embraces whatever is technically possible in light of the knowledge that the duty holder had, should have had, or had access to at that time (ignorance is no defence). The cost, time and trouble involved must not be taken into account. Again referring to the risks of falls, Section 13 of the Workplace Regulations goes on to stipulate: "So far as is practicable, every tank, pit or structure where there is a risk of a person in the workplace falling into a dangerous substance in the tank, pit or structure, shall be securely covered or fenced."

### **Strict liability**

Strict liability, sometimes called absolute liability, is the legal responsibility for damages or injury, even if the person found strictly liable was not at fault or negligent – i.e. they had no guilty intent. Strict liability has been applied to holding an employer liable for the wrongful acts of their employees.

## **17. Acknowledgements:**

The following were involved in compiling the [sector guidance](#) used as the basis for these Organisational Arrangements: Responsibilities for Health and Safety:

**Advance HE** - This HE association is committed to developing and improving the management and leadership skills of existing and future leaders of higher education. Wherever the opportunity arises they shall work in partnership with a range of organisations within and outside of higher education for the benefit of the sector. <https://www.advance-he.ac.uk/>

**Committee of University Chairs, CUC** – CUC publish the Higher Education Code of Governance (September 2020): <https://www.universitychairs.ac.uk/wp-content/files/2018/06/CUC-HE-Code-of-Governance-publication-final.pdf>

**Eversheds Sutherland** - Eversheds Sutherland is a tier 1 ranked law firm operating in the safety and education space. The Firm's Head of EHS practice, served as legal reviewer of the sector standard: [www.eversheds-sutherland.com](http://www.eversheds-sutherland.com)

**GuildHE** - alongside UUK a formal representative body. [www.guildhe.ac.uk](http://www.guildhe.ac.uk)  
**Health and Safety Executive (HSE)** - The health and safety regulator for most of the HE sector. See [www.hse.gov.uk](http://www.hse.gov.uk) Key publication: Managing for Health and Safety (HSG65) <https://www.hse.gov.uk/pubns/books/hsg65.htm>

**Research Councils UK (RCUK)** - the strategic partnership of the UK's seven Research Councils that invest in research in a range of academic disciplines. Their Policy and Guidelines on Governance of Good Research Conduct is at [www.rcuk.ac.uk/publications/researchers/grc/](http://www.rcuk.ac.uk/publications/researchers/grc/)

**Universities and Colleges Employers Association (UCEA)** - a membership organisation established to meet the needs of UK HE providers in their roles as employers. UCEA provides advice and guidance to its members on employment, reward and human resources practice, including health and safety. [www.ucea.ac.uk](http://www.ucea.ac.uk)

**Universities Safety and Health Association (USHA)** - is an organisation for the promotion of safety and health in higher education. Membership is primarily open to higher education institutions, both in the UK and from further afield. Membership is also available to research institutions and related organisations on request. Development of this guidance was led by Monica Kanwar. [www.usha.org.uk](http://www.usha.org.uk)

**Universities UK (UUK)** - a representative organisation for UK's universities. Its primary role is to support its members to achieve their aims and objectives, and to help maintain the world leading strength of UK Universities sector as a whole. [www.universitiesuk.ac.uk](http://www.universitiesuk.ac.uk)