

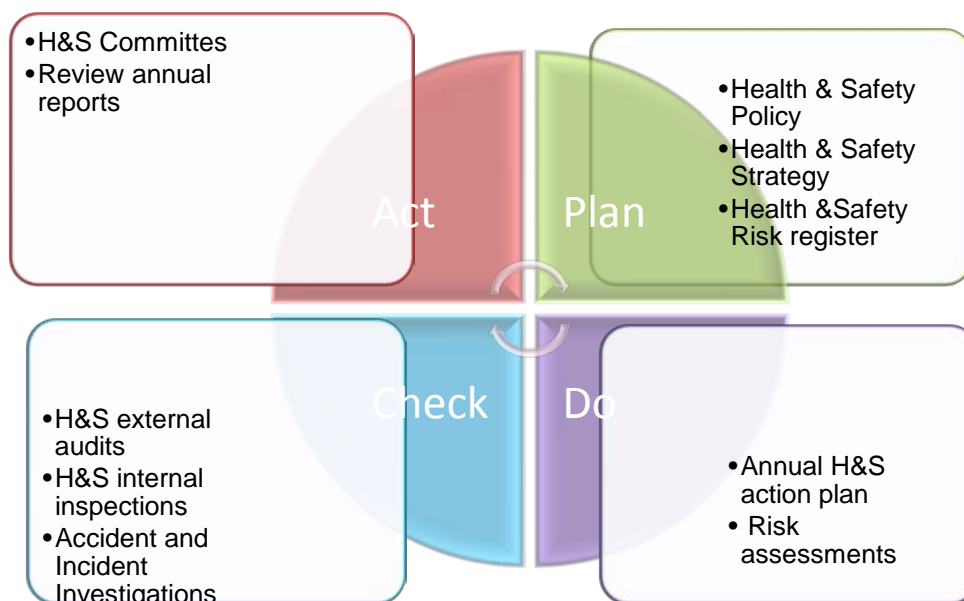
KING'S COLLEGE LONDON			
Health & Safety Services			
Health and Safety Strategy 2015-2018			
Issue Date:	May 2015	Issue Number:	1
		Procedure No:	Strategy 2015 -2018
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1. Introduction

The Health and Safety Strategy 2015-18 has been developed to support the universities aims and objectives as laid out in the Corporate Strategy. The Health and Safety Strategy (H&S Strategy) supports the strategic and operational management of the university and looks to go beyond the traditional health and safety role of preventing harm. The H&S Strategy commits the university to continually improve the health and safety of its staff and students. The H&S Strategy is not just about achieving compliance, but will assist in realising:

- Efficient, proactive and pragmatic ways of delivering health and safety
- A safe and healthy environment for staff and students
- A robust health and safety culture across the university
- Effective means of protecting stakeholders, including staff, students and visitors from harm

The H&S Strategy describes in broad terms what our approach to health and safety is and what we intend to do.



Purpose:

To ensure that all aspects of health and safety are fully integrated into the management of the university so “enabling” the work of the university through the principals of sensible risk management.

2. Background

King's College London, has recently restated its aim to promote excellent and accessible higher education. The current corporate strategy and associated plans, via the King's Futures program, include:

- Bringing greater shape and quality to university teaching and research
- Improve the ways in which the university is marketed
- Strengthen the quality of university infrastructure
- Improve the financial resilience

All these corporate aspects are more effectively realised in an environment that is both healthy and safe, where a positive safety culture is encouraged, legislative compliance is achieved and all stakeholders are engaged.

Robust and comprehensive health and safety management underpins all the work of the university including corporate strategy and planning. This is achieved by ensuring staff work in a safe and comfortable environment, aware of responsibilities with regard to maintenance of their own and colleague's health and safety and the duty the university has to safeguard health and safety.

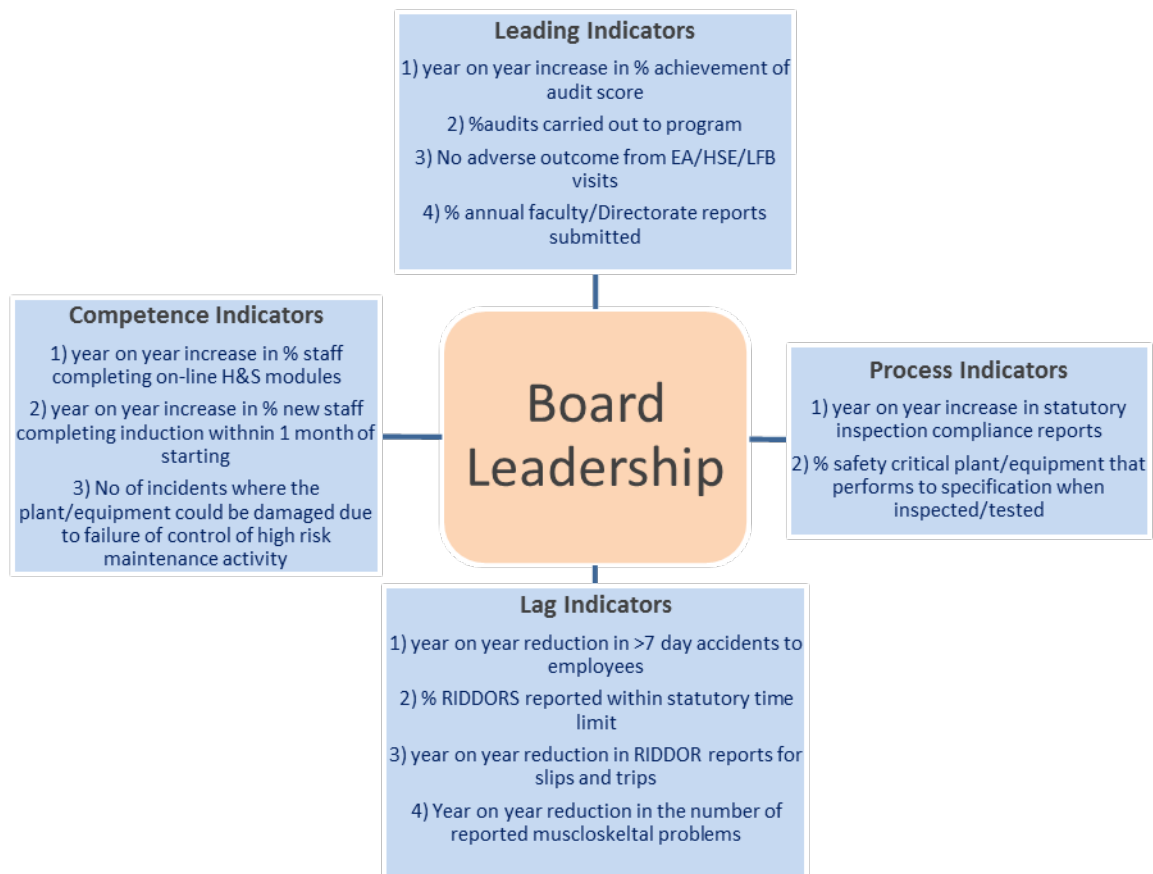
The current wider context is a changing, and to some extent unpredictable, higher education environment. Fundamental changes are affecting student funding and delivery of provision across all of the main funding contracts. The Health and Safety must, therefore, be justifiable, appropriate, flexible, proportional and commensurate with the risk.

Health and Safety Management, as with all aspects of the university's operation, does not operate in isolation and is affected by, for example, current political and economic environment. The move towards deregulation and reduction in public spending, the tough business climate, a reduced tolerance to failure and emphasis on compensation and blame, the rapid development of new processes, developments and materials all have an impact on H&S management. Achieving a safe working environment, in this climate, has to be dynamic, proactive and comprehensive yet pragmatic.

The university must ensure that it complies with all health and safety legislation and requirements of enforcing authorities. The university will continue to work with the Health and Safety Executive (HSE), Environment Agency (EA) and Fire Authorities to improve the standards of health, safety and wellbeing across the university. Additionally the university will liaise with a number of other external agencies to improve health, safety and wellbeing within the Higher Education Sector. These partners include the Higher Education Funding Council for England (HEFCE), the Universities and Colleges Employers Association (UCEA) and Universities Safety and Health Association (USHA).

3. Developing Key Theme and key performance indicators of the Strategy

The key challenge for this Strategy is how to build upon the progress made from previous strategies and further embed health and safety into the operations of a large, complex, changing and multi-sited institution which has a number of high risk activities. Adopting and adapting themes from both the current HSE and UCEA strategies will enable the university to align H&S management with the institution to a wider context. The themes will assist in achieving an improved balance between systems and behavioural aspects of management. In addition, it will ensure H&S is an integral part of management generally rather than perceived as a separate additional aspect.



3.1 Strategic Health and Safety Themes

Identified themes, from current HSE and UCEA strategies, applicable to the university are:

- a) Leadership and Management
- b) Competence
- c) Risk Management
- d) Health and Wellbeing
- e) Collaborative working

a) Leadership and Management

Successful H&S management comes from the top of an organisation and H&S leadership must also start here. Visible and active commitment from the Council, Principal's Executive Team and managers to health and safety clearly demonstrate a commitment which will be embraced by other staff and students. Proactive management and ownership of H&S is a clear indication of a positive H&S culture.

The activities/key performance indicators necessary to promote this theme are:

- i. Establishment of an effective "downward" communication system and clear management structures
- ii. Processes to demonstrate that H&S management is integrated in business decisions
- iii. Ensuring there are regular reviews of health and safety performance
- iv. Ensuring appropriate resources are provided allowing for effective management of health and safety
- v. Ensuring all staff receive appropriate induction and training

b) Competence

Effective H&S management requires competence at every level. Competence, in this context, is the ability for every member of staff to recognise the most foreseeable risks, particularly the serious risks, and have the ability to take steps to control them. For large and complex organisations, such as the university, competence also means having H&S practices, procedures and standards which are used consistently across the institution.

The activities/key performance indicators necessary to promote this theme are:

- i. Use of competent staff to ensure all policies and procedures are up to date and reflect best practice in the sector
- ii. Making sure internal policies, procedures, guidance and advice are understood and easily accessible to staff, students and, where applicable, visitors and contractors
- iii. Staff are aware of how to access competent advice
- iv. Use of appropriate risk management/risk assessment techniques across all faculties/directorates
- v. Ensuring comprehensive training programs and opportunities are available to staff and students

c) Risk Management

Effective and proportionate risk management should ensure both legal compliance and the safety of staff and students.

The activities/key performance indicators necessary to this theme are:

- Proactively identifying all hazards across the university
- Improving the risk management framework to ensure effective use and adoption
- Ensuring that health and safety is always an integral part of the planning and review processes at university and also faculty/directorate levels
- Ensure the effective implementation of the university fire safety management system and associated safety standards

d) Health and Wellbeing

Positive health and wellbeing can reduce absenteeism, improve physical fitness and mental alertness and as a result increase productivity.

The activities/key performance indicators necessary to promote this theme are:

- Promote, encourage participation and support initiatives that enhance occupational health and wellbeing for staff and students.

e) Collaborative relationships

Successful H&S management is a collective responsibility in which all members of staff must play a part. This responsibility must be embedded through clear demonstration of management standards.

The activities/key performance indicators necessary to promote this theme are:

- Develop initiatives to encourage collaborative working
- Ensuring appropriate communications channels exist for the dissemination of all health and safety information

4. Making it Happen

The main responsibility for health and safety of staff, students and visitors rests with the Council and the Principal and his Executive Team. The day to day operational management of health and safety is delegated to line managers and supervisors at the university.

Health and Safety Services has a pivotal role to play in the development and monitoring/assurance of the implementation of the Health and Safety Strategy. The day-to-day management of health and safety is the responsibility of line managers but H&SS, in partnership with others, will work to enable and empower managers and others to actively manage health and safety with the same degree of expertise to the standards of other core business activities. The H&SS will work closely with all faculties and directorates, trades Unions, students union and other stakeholders to promote ownership of H&S across the university and will develop the corporate H&S action plan supporting this strategy.

Action Plan Period	Academic year	Focus
Period 1 (one year)	2015-16	Embedding and targeting risk, including: <ul style="list-style-type: none">• Start of new internal safety audit program• Introduction of e-learning programs• Review of H&S management system
Period 2 (three years)	2016-18	Foundation for attainment of a recognised health and safety standard, including: <ul style="list-style-type: none">• A program for delivering and attaining OHSAS implemented

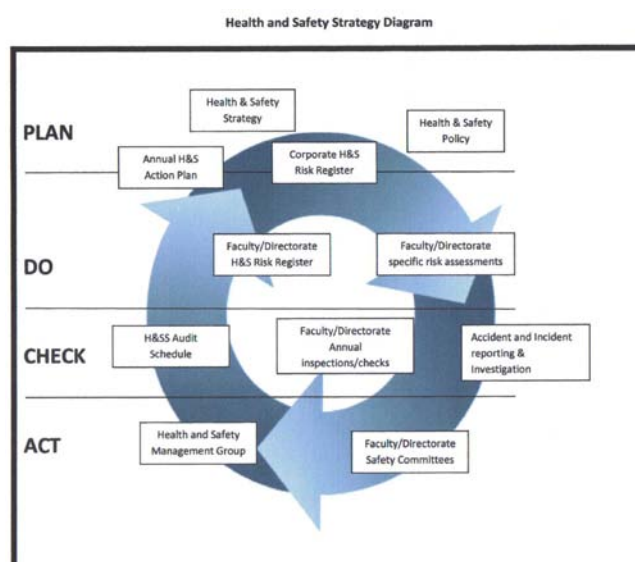
5. Key roles and responsibilities

In order for this strategy to be effective management have certain roles and responsibilities:

Role	Responsibility
Members of PET/EPET including HSMG	Owner of health and safety strategy. Review progress against plan Ensure sufficient resources are allocated to achieve objectives
Faculties/Directorates	Ensure effective implementation of strategy within their sphere of influence Report faculty/directorate progress against plan
Health and Safety services	Monitor progress against plan Report to PET/EPET/HSMG

A summary of the mechanisms required to achieve these strategic aims are summarised in figure 1.

Figure 1



Review History			
Review Date	Review	Author	Approved by
	Original document	A Scott	HSMG (May 2015)

H&S Action plan supporting 2015-18 H&S strategy

Theme 1: Leadership					
Objective	KPI	What does success look like	Owner	Progress period 1	Progress Period 2
Ensure sufficient training and guidance is provided regarding leadership in health and safety	All senior managers (EPET) complete safety for senior executives via e-learning package	Records of training and guidance exists	H&SS/PET		
Review role/impact of university management structures	Review carried out	Increased knowledge on corporate governance issues relating to health and safety	H&SS/PET		
Ensure strategic health and safety aims are communicated and embedded throughout the university	Strategy communicated to university community	Strategy is understood and effectively implemented	H&SS/PET		

Theme 2: Competence					
Objective	KPI	What does success look like	Owner	Progress period 1	Progress Period 2
Extend e-learning system	New modules developed and introduced	Year on year increase in numbers using e-learning system	H&SS		
Develop specific face-to-face training relating to specific risks	New modules developed and introduced	Year on year increase in sessions attended	H&SS		

Theme 3: Risk Management					
Objective	KPI	What does success look like	Owner	Progress period 1	Progress Period 2
Ensure all aspects of the university's activities is audited within the stated period	Areas audited according to audit plan	Year on year improvement in audit outcomes measured	H&SS		
Develop occupational health and safety system in accordance with OHSAS18001 principals	External assessment of College OHS for OHSAS 18001	OHSAS 18001 accreditation achieved	H&SS/PET		
Evaluate the effectiveness and suitability of existing risk management methodology	Evaluation carried out and improvements implemented	Improved risk management framework evidenced	H&SS/Faculties /Directorates		
Improve reporting, recording and investigation of accidents and incidents	All RIDDOR events reported and investigated	Levels of reporting investigation noted. No adverse outcomes from enforcement agency follow-up.	H&SS/Faculties /Directorates		

Theme 4: Wellbeing					
Objective	KPI	What does success look like	Owner	Progress period 1	Progress Period 2
Promote, encourage participation and support initiatives that enhance occupational health and wellbeing	Participation in KHP wellbeing initiative	Improved awareness by managers evidenced. Year on year improvement score from wellbeing survey.	H&SS		
Improve the collection and understanding of ill-health and sickness absence data	Standardised reporting and recording system introduced	Levels of absence are reduced and proactively monitored	HR/H&SS		

Theme 5: Collaboration					
Objective	KPI	What does success look like	Owner	Progress period 1	Progress Period 2
Establish links with university community to ensure health and safety awareness is embedded	Termly update reports and annual meetings with managers	Increased awareness and ownership of safety system evidenced	H&SS/Faculties /Directorates		
Utilise technological solutions to improve compliance monitoring and reporting arrangements	Solutions reduce burden of compliance monitoring	Evidence of improved compliance recorded	H&SS		
Encourage effective working of Trade Union Safety Representatives	Regular meeting with Trades Unions and effective consultation arrangements	Evidence of engaged collaborative workforce	H&SS		