



University
of Glasgow

STOP, CHALLENGE
& *suggest a safer way*

**Don't
Walk By**



**Estates and Commercial Services
Safety & Compliance Strategy (2016 - 2021)**

Introduction

This Strategy has been developed to support the Department's aims and objectives as laid out in its five-year Business Plan and supports the University Strategy.

The Safety & Compliance Strategy supports the strategic and operational management of the Department and looks to go beyond the traditional health and safety role of preventing harm. The Strategy commits the Department to continually improve health and safety. It will also assist us to achieve and maintain compliance, but will also assist in realising:

- Efficient, proactive and pragmatic ways of delivering health and safety
- A safe and healthy environment for colleagues, visitors, contractors and members of the public
- A robust health and safety culture programme across the Department
- Effective means of protecting stakeholders from harm

Safety & Compliance Strategy describes in broad terms what our approach to health and safety is and what we intend to do.

Our shared goal is to provide a safe environment to visit, study and work and ensures everyone returns home safely.

The purpose of this Strategy is to set out the Vision and direction for the Estates and Commercial Services Department for the next five years. It also reflects the strategic aims set out in the 5 year Business plan and supports the broader University Strategy. The Strategy is built upon five key themes which are the pillars to creating an enabling Health and Safety culture with leadership and personal accountability at all levels. We will hold each other to account and chart our success, ensuring a positive safety culture seeking continuous improvement.



Ann Allen

Executive Director, Estates and Commercial Services

Document Control

Version	1.0
Author	David Harty
Verified by	Barry Morton
Approved by	Ann Allen
Date	June 2017

Safety & Compliance Vision

An Estate where people can safely work, study and visit without being injured or harmed.

Safety & Compliance Mission

Delivering a 'One Team' approach to safety and compliance; supporting a world-class environment for learning and research, empowering staff to challenge and address safety and compliance issues and develop a culture of continuous improvement.



Context

University Strategy (2015-20120)

- A World Class and world-changing University
- Bringing Inspiring people together
- Creating a World Class environment for learning and research
- Discover and share knowledge that can change the world.

Estates Strategy (2016/17- 2020/21)

- To support the University Strategy by creating world-class places
- Inspiring change and delivering excellence

Estates Health and Safety (2016/17)

- Building a positive safety culture
- Governance which maps responsibilities, procedures, measures of success and performance

Estates five-year Business Plan (2016-21)

- Health and Safety accreditation
- A competent safety team
- Risk Management and compliance

Capital and Maintenance Plan

- Supporting delivery and operation of the £1b of new property assets
- Maintain operation of the existing Estate



KEY THEMES

The success of the delivery of the Safety and Compliance Strategy will be built on the following key strategic themes:-

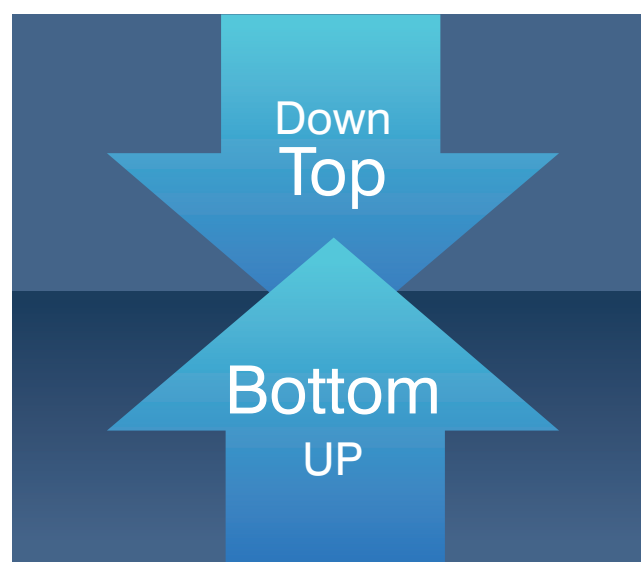
- **Leadership & Management**
- **Culture**
- **Accountability and Responsibility**
- **Risk Management**
- **Compliance and Accreditation**

LEADERSHIP & MANAGEMENT

We will :

- Maintain visible and active commitment to Health and Safety
- Hold each other accountable for safety and ensure the leadership team lead down through the organisation (see Fig 1).
- Put safety and compliance at the forefront of designing, managing and maintaining the Estate.
- Ensure there is appropriate Health and Safety competence at all levels in the Department
- Develop a highly skilled Safety and Compliance team to support managers and staff in the fulfilment of their responsibilities.

Fig 1: Leading downwards throughout the Department



Leading upwards throughout the Department

CULTURE

We will :

- Demonstrate pro-active personal responsibility for Health and Safety
- Ensure all staff receive appropriate induction and training
- Challenge each other and our contractors and suppliers on safety and compliance.
- Embed our behavioural safety initiative – Don't Walk by – to eliminate or reduce our risks, promote incident and near-miss reporting and build a pattern of continuous learning and improvement.
- Develop a safety culture programme that leads to ensure open and honest conversations and effective consultation across the workforce
- Embed a culture of accountability and responsibility in all colleagues
- Actively listen and act on suggestions to improve safety and compliance.



Don't Walk By

Safety Observation and Near Miss

If you see an unsafe behaviour, a hazard or a near miss...

STOP. Challenge and suggest a safer way.

Complete as much detail as you can below.

Details of observation/near miss

Date _____ Time _____

Contractor/person involved _____

Project/ Work Activity _____

Location on site _____

What have you seen and what action is required?

Name of person completing this observation:

(Don't Walk by reporting card)



ACCOUNTABILITY AND RESPONSIBILITY

We will:

- Develop a suite of measures of success performance metrics, setting targets to drive continuous improvement.
- Implement streamlined and practical standards and processes, ensuring responsibilities are clearly communicated, that Health and Safety management is integrated in business decisions and that all activities reflect recognised best practice
- Develop and maintain the necessary skills and training to work safely
- Ensure the correct tools, equipment and facilities are provided for each job





RISK MANAGEMENT

We will:

- Proactively work together to remove or reduce risks and hazards
- Work with our contractors and suppliers to identify and manage shared risks



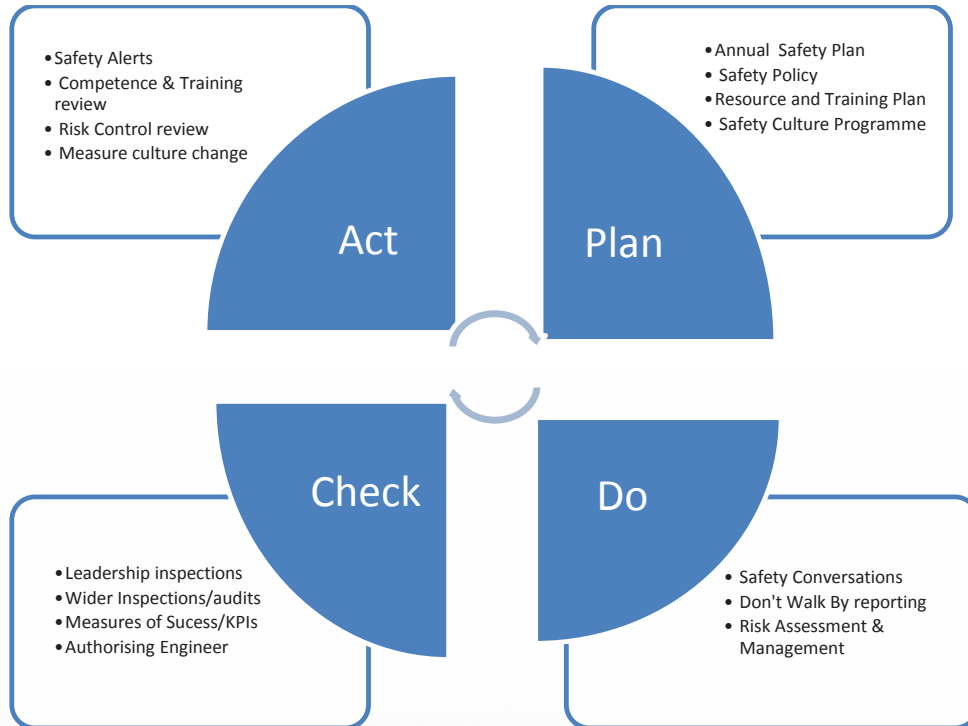
COMPLIANCE & ACCREDITATION

We will:

- pursue compliance as the minimum standard.
- Pro-actively seek external certification to a recognised industry standard such as the Occupational Health & Safety standard ISO 45001.

APPROACH

The model we will apply is the Plan Do Check Act. It highlights the key elements in each area that ensure we deliver our Annual Plan and our Strategy.



AUTHORISING ENGINEER MODEL

An appointed Authorising Engineer (AE) model will form part of the safety strategy in key areas of safety specialism. The AE will provide support to the Safety & Compliance team and provide support to the Duty holders and responsible persons to ensure effective management of the safety standards recommended by the regulatory authorities.

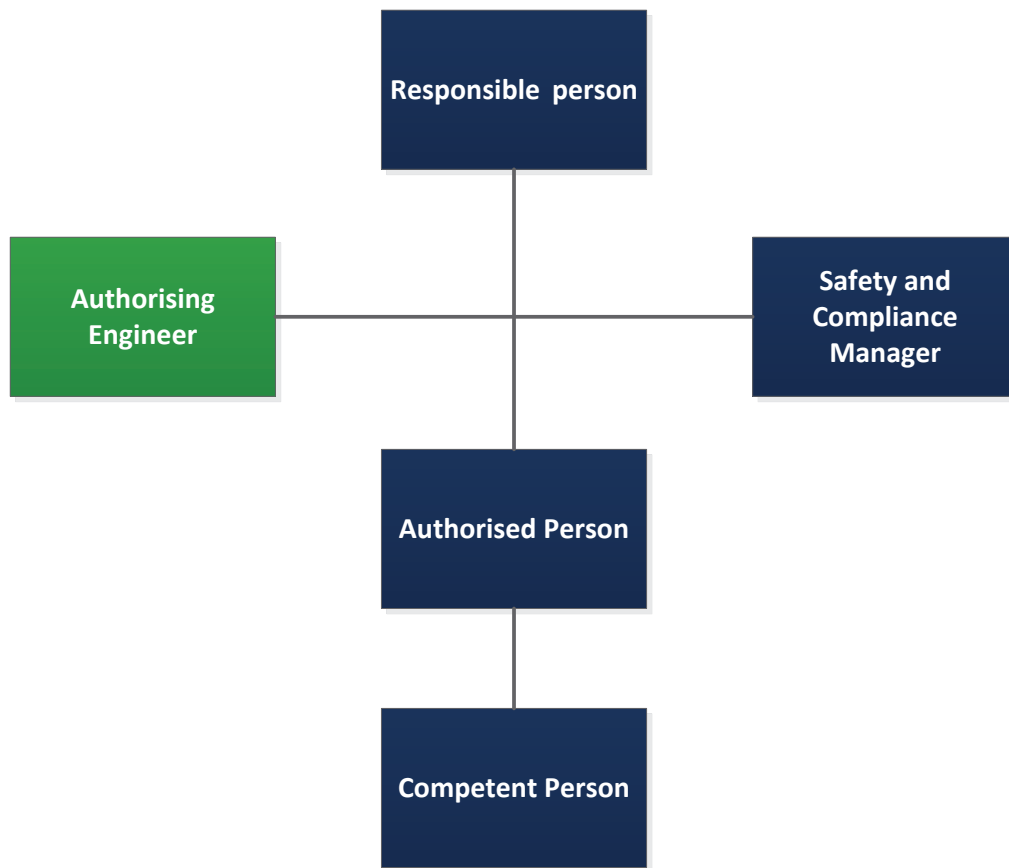
Specifically this may include:-

- Appointment / selection of Authorising Person (AP)
- Reviewing validation / verification documentation and methods
- Audit of systems
- Assisting in prioritising programme of improvements and development of a five year plan
- Review of training requirements for Authorising Persons and Competent Persons
- Provision of training
- Review and approval of complex project designs

The areas of authorised engineer support will meet the wider Directorate needs and will typically cover:

- Electrical safety (particularly High Voltage)
- Water management (Control of Legionella)
- Asbestos
- Gas safety
- Maintenance Verification of Specialist Plant (e.g. Biological hazards within a CL3 laboratory suite)
- Specialist plant and equipment (Statutory inspection programme)

The model below illustrates the relationship with the Safety & Compliance team and relevant duty holders.



Additionally the Safety and Compliance team will build and operate a network of specialists and consultants to support knowledge transfer and best practice. Typically this will extend to providing specialist advise on food hygiene safety and licensing for Houses in Multiple Occupation (HMO).

An annual health & safety plan will be produced to support each year of the five year plan.



Estates and Commercial Services

University of Glasgow,
University Avenue,
Glasgow G12 8QQ

www.glasgow.ac.uk