

# OCCUPATIONAL HEALTH, SAFETY AND WELLBEING STRATEGY 2016-2021

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## **Section 1**

### **Overview**

The University of Strathclyde's corporate vision of being a leading international technological university, which makes a positive difference to the lives of those who study and work here, and to society as a whole, requires the University to conduct its activities at all times in a proactive way that prevents injury and ill health to our staff, students and to those who engage with us.

With this vision in mind, this document maps out the strategic direction for occupational health, safety and wellbeing for the next five years, in that it details how the University intends to organise itself in a planned, systematic way to maintain legal compliance as a minimum and promote a positive, sustainable safety culture to continually improve performance.

This strategy's five year end goal is for the University's health and safety management system to attain accreditation to the International Occupational Health and Safety Management Standard ISO 45001:2016 as a means of demonstrating the University's commitment to globally recognised best practice and thereby enhancing further collaborations with new and existing partners, including those in industry and business.

## Section 2

### Introduction

The University's Occupational Health, Safety and Wellbeing (OHSaW) Strategy 2016 to 2021 has been informed by, and is developed to support, the University of Strathclyde's Corporate Strategy 2015-2020 and the People Strategy 2015-2020 and is guided by the University's people-orientated value.

In order to underpin the corporate aim of operational excellence, this strategy has been devised to engage all staff and their representatives to improve the efficiency and effectiveness of our health and safety management system, to deliver a safer and healthier work environment for all those engaging with us, and to encourage and enable a positive, sustainable, safety culture.

As 'the place of useful learning' the University is committed to delivering a distinctive curriculum that is innovative, forward-looking and practical, whilst fostering academic excellence and achievement. If we are to realise our ambitious plans we must attract and retain the best global talent. This document describes how we will support a more resilient workforce by expanding health and wellbeing opportunities offered to staff to support them in maintaining good levels of physical and mental health.

In summary, an Occupational Health, Safety and Wellbeing Strategy is driven by our moral, legal, economic and social sense of responsibility and demonstrates that the University values and cares about staff, researchers, students and others who engage with us each day and that we will do our utmost to create a vibrant, world leading teaching and learning community within a safe, secure and healthy environment.

## Section 3

### The Role of the Corporate Occupational Health, Safety and Wellbeing (OHSaW) Team

The University's health and safety arrangements are such that the Corporate Occupational Health, Safety and Wellbeing Team assists the University by providing a source of competent advice to both staff and students and acts as the custodian of the documented high-level health and safety management system including the University's Occupational Health and Safety Policy. The team is employed to support the University in its endeavours to inspire positive safety and wellbeing behaviours and to monitor the University's health and safety performance.

The Team's core purpose is:

***To coordinate, support, appraise and maintain the effectiveness of the organisation's occupational health, safety and wellbeing management system, enabling the University's leaders and managers to competently contribute towards the creation of a safe and healthy learning and working environment, which ensures compliance with our statutory duties, so far as is reasonably practicable.***

The OHSaW Team fulfil this core purpose through prioritisation of activities, by taking into account the University's most significant hazards first (Appendix 2), the resources available to them and the appropriateness of timescales for delivery.

## Section 4

### Position Statements

#### Where are we?

Positive attributes of the University's current approach to health and safety management include:

- A highly qualified, motivated, committed Occupational Health, Safety and Wellbeing Team, providing competent advice to support risk management activities and ensuring the continuation of statutory licences.
- A well-established suite of corporate health and safety policies and procedures
- A comprehensive health and safety training programme.
- Executive Team commitment to health, safety and wellbeing.
- Scottish Healthy Working Lives Gold Award winners.
- Statutory Advisory Committee for Safety and Occupational Health (SACSOH) meetings held three times per annum.
- Departmental responsibility recognised by Heads of Departments/Directors and supported by Departmental Safety Convenors.

#### Where do we want to be?

As a learning organisation, with a philosophy of continual improvement, the OHSaW Team has created an opportunity to redefine the strategic direction for occupational health, safety and wellbeing for the next five year period to keep pace with changes to legislation and management thinking. Rather than relying on a reactive or a 'tick box' approach, we intend to facilitate a position where all staff feel empowered to contribute to a healthier and safer workplace. We will do this by providing all staff with a clear understanding of their health and safety roles and responsibilities and by making the necessary training, information, and instruction more readily available, to encourage all staff to take ownership of their own work related risks.

Our strategy, however, cannot operate in isolation; therefore we have taken into account the new strategic aims of the Health and Safety Executive (the UK's Health and Safety Regulator), 'Helping Great Britain work well', which was published at the end of February 2016. We also fully intend to incorporate the principles described in the new Universities Safety and Health Association (USHA) guidance documents, - entitled 'Leadership and Management of Health and Safety in Higher Education' and 'Health and Safety Management Profile (HASMAP)', into our existing health and safety management system.

One of the OHSaW Team's main motivators in defining the new strategic direction for health and safety management is to contribute to the University's financial targets through the avoidance of preventable economic costs associated with non-compliance. Examples of potential unnecessary expense include regulatory inspection fees, litigation costs, sickness absence pay, accident insurance claims and any loss of revenue associated with reputational damage. Currently, we are not in a position to accurately quantify these costs but, by the end of the next five year period, improved management reporting will allow the production of meaningful, definitive reports.

Over the previous five year period the University's Occupational Health, Safety and Wellbeing Team has been successful in supporting our people-orientated value by building a holistic approach to staff health and wellbeing. This was recognised in 2015 by the attainment of a Healthy Working Lives (Scotland) Gold Award. The Team's approach has encouraged and supported staff to attempt to reach their professional goals, despite sometimes complex health issues. This proactive approach has allowed staff to make a great contribution to the University's success. Going forward it makes financial sense to continue to invest time and effort to reduce the University's two biggest causes of absenteeism, these being mental health issues and musculoskeletal disorders. Therefore, our focus for the next five years will be to support managers to reduce sickness absence to a rate which is further below the university sector average than at present by aiming to improve the promotion, co-ordination and communication of health and wellbeing opportunities leading to healthier lifestyles.

Good occupational health and safety management practice will be integrated into every aspect of our work activities. This will be achieved by way of the OHSaW Team coordinating proactive engagement between all key stakeholders, such as trade union representatives, colleagues in other professional services directorates, academic staff, and student union representatives. Partnerships with third parties, contractors, suppliers and the wider community will also be crucial to our success. We will continually strive to understand the diverse and constantly changing nature of activities which the University undertakes and to help others to see the benefit of appropriate, proportionate health and safety management as a positive instrument to ensure legal compliance and organisational success rather than as a burden to progress.

Over the next five years the OHSaW Team will further strengthen and embed the University's health and safety management system. We will be guided in this by the three levels of assurance described in the USHA 'Health and Safety Management Profile' (HASMAP) guidance document, with the goal of accreditation to the globally recognised standard ISO 45001:2016. This will further demonstrate the University's commitment to best practice and will aid greater collaboration with new and existing partners, including those in industry and business.

Finally, our plan will enable greater consideration of health and safety implications when introducing new staff, processes and work practices by dedicating adequate resource to supporting the management of change in a proactive manner, designing in health and safety at the start of the process rather than dealing with the consequences after change has occurred.

In summary, this strategy is designed to ensure that all parties play their part to support a proactive, robust health and safety management system which meets statutory obligations and reduces risk to those affected by our activities. A progressive approach of continual improvement over the next five year period will help realise the University's ambition to achieve an accredited health and safety management system providing operational excellence as a vital component in achieving our corporate vision of being a leading international technological university. In order to maximise impact this strategy has been split into five strategic priorities which are explained later in this document.

## Section 5

### Principal Strategic Aims

#### Overarching Aims

- Legal compliance as a minimum.
- The delivery of a safer and healthier work environment for all those engaging with us.
- The University maintains its excellent reputation as a world leading teaching and learning community in a safe, secure and healthy environment.
- The high level five year corporate strategy is underpinned.
- Annual Key Performance Indicators (KPIs) continually show an improvement in health and safety performance.
- Health and Safety is 'designed-in' when implementing change decisions.
- The University's Health and Safety Management system is aligned to the two USHA guidance documents described in Section 4.
- Finances are protected through the avoidance of costs associated with non-compliance.
- The University's sickness absence rates are consistently below the University Sector average.

#### Short Term Aims (Years 1 to 2)

- The Health and Safety Policy is revised and implemented.
- Health and safety roles and responsibilities for all University staff are more clearly defined.
- All leaders and managers commit more fully to and are accountable for the management of health, safety and wellbeing.
- Occupational health and safety risks are managed and controlled in a sensible, proportionate, and enabling manner.
- Improved health, safety and wellbeing promotion, communication and consultation mechanisms exist.

#### Medium Term Aims (Years 3 to 4)

- Continual improvement is supported by enhanced health and safety reporting and performance monitoring systems.
- Excellent health, safety and wellbeing training opportunities are easily accessible to all staff to support sufficient levels of competency.
- The OHSaW Team is in a position to offer health, safety and wellbeing training opportunities to external organisations.

#### Long Term Aims (Year 5)

- The University operates a robust, assured, operationally excellent occupational health and safety management system accredited to the internationally recognised standard ISO 45001:2016.
- All staff support a positive, proactive, sustainable safety culture.



## **Section 6**

### **Strategic Priorities**

In order to achieve the University's vision for Occupational Health, Safety and Wellbeing this strategy has been divided into five clear strategic priorities, aligned to our organisational values (People-orientated, Bold, Innovative, Collaborative and Ambitious), which will be coordinated by the University's Occupational Health, Safety and Wellbeing Team.

Appendix 1 contains the corresponding Implementation Plans for each Strategic Priority describing the actions to be addressed during years one and two.

### **Strategic Priority 1: Leadership and Commitment**

#### **Aim**

Over the next five years, from the top of the organisation downwards, our approach to the management of occupational health, safety and wellbeing will be more proactive than at present, fostered by leaders who clearly understand their roles and responsibilities and accept ownership and full accountability for health and safety matters.

Our aim is to ensure that, in relation to health and safety matters all members of Court, leaders and managers receive redefined training to enable them to continue to discharge their legal duties fully, and as a result are able to demonstrate a sufficient level of competence to strategically plan, manage, monitor and continuously improve health and safety performance.

Confident leadership of health, safety and wellbeing will confirm to staff and students and others who engage with us that health, safety and wellbeing is a top priority and is a vital component in enriching a positive health and safety culture.

### **Strategic Priority 2: Risk Control**

#### **Aim**

The need to consistently manage and control our health and safety risks to an acceptable level, so far as is reasonably practicable, requires all leaders and managers to understand the hazards created by their work activities and to assess and manage the associated risks in a sensible, proportionate manner.

In order to support this, the OHSaW Team will introduce annual corporate plans to address the University's most significant risks, carry out a full review of our corporate Occupational Health, Safety and Wellbeing documentation, refresh our corporate audit activities and introduce electronic solutions to assist, for example, with incident reporting and risk assessment.

This approach will allow the University to continue to demonstrate that our people, environment, assets and reputation are adequately protected from harm at all times.

## **Strategic Priority 3: Communication and Engagement**

### **Aim**

In order for us to achieve a more proactive, positive safety culture, in which all stakeholders fully engage and participate at all levels of the organisation, the University's health, safety and wellbeing communication will make best use of innovative technology and social media to widen access, inclusivity and transparency.

To enable this, the OHSaW Team will establish a clear communications strategy to reliably inform and instruct staff and others on health, safety and wellbeing matters and initiatives, so increasing the promotion of wellbeing opportunities to encourage staff to make healthier lifestyle choices and to develop personal resilience.

## **Strategic Priority 4: Training and Competence**

### **Aim**

A successful, cost effective occupational health and safety management system requires competent, well trained people at every level of the organisation to ensure that all stakeholders fulfil the health and safety responsibilities expected of them on a consistent basis and play their part in ensuring continual improvement of the health, safety and wellbeing management system at Strathclyde.

Hence, the University will continue to invest in health and safety training for our staff and where appropriate, will seek more efficient and cost effective methods of delivery.

The OHSaW Team will also look to offer training opportunities to external organisations to help further our collaborative links with industry and business and, where appropriate, contribute to the University's income targets.

## **Strategic Priority 5: Performance Management**

### **Aim**

Monitoring, measuring and reviewing performance are all vital components in evidencing full legal compliance, by allowing leaders and managers the opportunity to test the robustness and effectiveness of the health and safety management system.

Therefore, the OHSaW Team intend to regularly evaluate the University's performance against a meaningful set of health and safety key performance indicators set annually (Appendix 3 - Example KPIs) and refresh our audit programme in line with the USHA 'Health and Safety Management Profile (HASMAPP)' guidance document.

To make sure we learn from experiences both positive and negative our monitoring activities will be extended and will make greater use of information technology. With a greater degree of accurate, factual information it is expected that leaders and managers will be more empowered to take the necessary action to prevent and correct unsafe behaviours before circumstances escalate.

## **Section 7**

### **Framework for Delivery**

As there is already a well-established foundation of good health and safety management at the University, it is not envisaged that the success of this strategy will be heavily reliant on extensive investment; however, we will need to consider how we best plan, resource, organise, monitor and review our activities to guarantee consistent levels of legal compliance across all of our work activities.

As the University progresses to a more proactive health and safety management approach, we anticipate greater integration between the corporate OHSaW Team, staff and student representatives, other professional services directorates and academic faculties, better consideration of work activities to eliminate risk, more reliance on information technology and increased effort to adequately prepare for emergency situations.

By engaging the right people, with the necessary level of expertise and competency to actively manage health and safety and to challenge poor practices, we will create a vibrant, world leading teaching and learning community in a safe, secure and healthy environment.

## **Section 8**

### **Governance**

Overall responsibility for the delivery of the five strategic priorities described in this document necessarily rests with individual Court members who are classed as the 'legal employer' and with the Chief Operating Officer who holds delegated responsibility for health and safety matters. The day-to-day management of this strategy lies with the Head of Occupational Health, Safety and Wellbeing who reports directly to the Chief Operating Officer and will be supported by the Director of HR and the Corporate Occupational Health, Safety and Wellbeing Advisory Team.

The implementation of this strategy will be monitored and reviewed on a monthly basis by the Chief Operating Officer, three times a year by members of the University's Statutory Advisory Committee for Safety and Occupational Health (SACSOH) and annually by members of Court. The monthly review will include reporting on progress made against an agreed annual set of Key Performance Indicators (Appendix 3).

The intention is that this strategy will be a living document and for that reason will be reviewed and updated each June.

## **Section 9**

### **Appendices**

1. Strategic Priorities - Implementation Plans (Years one and two).
2. Hazards (identified at the corporate level).
3. Reporting success - Example Key Performance Indicators (KPIs).

## Appendix 1

### Strategic Priority One: Leadership and Commitment

#### Implementation Plan - Years 1&2 in detail

No.	Action	Delivery Timescales	Owner/s
1.	Appoint a member of Court to champion health and safety, in accordance with the Health & Safety Policy.	June 2016.	Chief Operating Officer.
2.	Revise the current Health & Safety Policy in line with the new USHA guidance documents and present the new Policy to Court for approval.	September 2016.	Head of OHSaW.
3.	Develop and support delivery of the H&S strategy for new/growing KE hubs, including TIC, AFRC and PNDC by aligning Health and Safety Policies for all University managed business areas with the revised Corporate Health and Safety Policy and ISO 45001:2016	December 2016.	Head of OHSaW.
4.	Benchmark and audit our activities against the new USHA leadership guidance and present the audit findings to SACSOH with a follow up report submitted to the Court, the Executive Team and the Audit Committee twice yearly.	Commencing September 2016.	Head of OHSaW/Depute Head of OHSaW.
5.	Arrange for induction of new Court members to include appropriate health & safety management training. Online health & safety training to be made available to other Court members.	From September 2016 onwards.	Occupational Health and Safety Advisory Team.
6.	University leaders & managers to attend IOSH management training appropriate to their grade.	From September 2016 onwards.	Occupational Health and Safety Advisory Team.
7.	Set the University's annual Health, Safety and Wellbeing KPIs – see Appendix 3.	June 2016.	Chief Operating Officer.
8.	Incorporate health, safety and wellbeing roles and responsibilities into staff job descriptions/ADRs.	From January 2017 onwards.	Director of HR/TU Reps.
9.	Develop an Occupational Health and Safety Risk Register and Occupational Health and Safety Risk Profile and associated action plans for each faculty based on previous performance.	Commencing September 2016.	Executive Deans/Assisted by the Occupational Health and Safety Advisory Team and the Occupational Health and Safety Co-ordinator.
10.	Explore the feasibility of reorganising safety management roles and responsibilities for each faculty to facilitate a competent resource to manage the full implementation of each faculty based action plan.	September 2016.	Head of OHSaW/ Executive Deans.
11.	Devise written change management procedures to 'design-in' health and safety matters in all new business change proposals as per the Health and Safety Policy.	April 2017.	Occupational Health and Safety Advisory Team.

## Strategic Priority Two: Risk Control

### Implementation Plan - Years 1&2 in detail

No.	Action	Delivery Timescales	Owner/s
1.	Develop and maintain a Corporate Occupational Health and Safety Risk Register and Corporate Occupational Health and Safety Risk Profile.	Commenced April 2016.	Depute Head of OHSaW.
2.	Devise annual action plans to mitigate the residual risk associated with each of our most significant hazards (Appendix 2) as identified by the Corporate Occupational Health and Safety Risk Register and the Corporate Health and Safety Risk Profile.	Commenced May 2016.	Occupational Health and Safety Advisory Team/Estates H&S Advisor.
3.	Review the current mechanisms for recording sickness absence rates and make recommendations to increase data capture and quality if necessary.	Commencing June 2016	Director of HR.
4.	Carry out a full review of all corporate OHSaW documentation. Ensure that there is a timetable in place to review and revise documents and a document control procedure in operation. Adopt effective communication methods to inform end users when revisions are made to documents.	Commencing August 2016.	Depute Head of OHSaW.
5.	Introduce an information governance management system to ensure all OHSaW corporate documentation and records are factually correct, accurate, appropriately stored and contain up-to-date, consistent information.	By December 2016.	Occupational Health and Safety Administration Team/H&S Co-ordinator.
6.	Design and implement an electronic incident/investigation reporting system to capture all accidents and near miss events, including an online incident investigation form.	To be in place by the end of 2017.	Occupational Health and Safety Advisory Team/ Head of Security/IS Team.
7.	Introduce an electronic action tracker recording system to ensure all activities originating from corporate OHSaW reports, audit findings and incident investigations are actioned.	To be in place by the end of 2017.	Occupational Health and Safety Advisory Team/IS Team.
8.	Devise an online risk assessment procedure with a standard electronic template and an automatic review trigger mechanism.	Commencing September 2017.	Occupational Health and Safety Advisory Team//IS Team.
9.	Carry out a full review of the University's Business Continuity /Emergency Response Policy and associated plans and test as appropriate to ensure best state of readiness to restore business, teaching and research as soon as possible thereby minimising impact. This includes reviewing the role and responsibilities for the Emergency Management Team and the response exercised following major events.	Commencing September 2016.	Head of OHSaW/Head of Security.
10.	Manage business continuity activities separately and at a higher strategic level, rather than as part of emergency preparedness.	From September 2016.	Chief Operating Officer.

## Strategic Priority Three: Communication and Engagement

### Implementation Plan – Years 1&2 in detail

No.	Actions	Delivery Timescales	Owner/s
1.	Develop and implement a clear, inclusive, technologically assisted health and safety communication strategy to meet our legal obligation to consult with all employees and others affected by our work activities.	Commencing August 2016.	Head of OHSaW/ Director of Marketing and Communications.
2.	Redesign the OHSaW website to provide increased awareness and enhanced accessibility of information and instruction.	Commencing September 2016.	Occupational Health and Safety Administration Team (content)/Marketing and Communications Team (Website redesign support).
3.	Increase the promotion of health and wellbeing by introducing a Health and Wellbeing Handbook to support staff. Consider launching awareness campaigns, expanding the scope of 'Wellbeing Week' and where appropriate, revise and expand the range of written health and wellbeing policies.	Commencing September 2016.	Occupational Health Manager.
4.	Strengthen our health and safety management system by actively engaging and benchmarking against other higher education institutions and industry partners.	Progress to be reviewed January 2017.	Head of OHSaW.
5.	Further strengthen links between the corporate OHSaW team and other internal University Directorates by investigating the possibility of partnership working to address health, safety and wellbeing touch points to achieve greater efficiencies and cost savings.	Progress to be reviewed January 2017.	Head of OHSaW.
6.	Actively support the health and well-being of our staff by maintaining the Healthy Working Lives Gold Award achieved in 2016 by fully implementing the resultant action plan and promote to best effect to strengthen our employer brand, leading to improved staff attraction and retention.	By April 2017.	Occupational Health Manager.
7.	Implement and promote the availability of a corporate health and safety information telephone line to provide competent advice.	Commencing September 2016.	Occupational Health and Safety Administration Team.
8.	Introduce a staff health and safety ideas exchange scheme.	Commencing December 2016.	Occupational Health and Safety Administration Team.



## Strategic Priority Four: Training and Competence

### Implementation Plan - Years 1&2 in detail

No.	Actions	Delivery Timescales	Owner/s
1.	Review the current Safety Training Course Catalogue in conjunction with Heads of Departments, based on risk assessment and performance needs. Enhance and develop courses to make sure staff are sufficiently competent to carry out their duties regardless of their grade	Commencing August 2016.	Depute Head of OHSaW/ HoDs/Occupational Health and Safety Advisory Team.
2.	Revise the University's health and safety induction training to ensure it is fully inclusive regardless of diversities such as culture and equality.	Commencing October 2016.	Occupational Health and Safety Advisory Team/ Equality and Diversity Manager.
3.	Develop a training skills matrix for Departmental Safety Convenors and for all other university wide roles which have a health and safety management responsibility.	June 2016.	Occupational Health and Safety Advisory Team.
4.	Develop a training skills matrix for the Corporate OHSaW Team.	Commenced May 2016.	Occupational Health and Safety Advisory Team/ Occupational Health Manager.
5.	Expand, where appropriate to do so, our online training provision to allow for easier access, greater efficiency and cost savings.	From January 2017 onwards.	Occupational Health and Safety Advisory Team/ H&S Co-ordinator.
6.	Design and develop an electronic staff safety training records system.	Commencing January 2017.	Occupational Health and Safety Advisory Team/IS Team.
7.	Where appropriate, develop opportunities to offer health and safety training externally to strengthen links with industry partners.	Progress to be reviewed January 2017.	Head of OHSaW.
8.	Design a standardised approach to course delivery in terms of programme aims, outcomes, notes, and storage of training materials.	By June 2017.	Occupational Health and Safety Advisory Team/ H&S Co-ordinator.

## Strategic Priority Five: Performance Management

### Implementation Plan - Years 1&2 in detail

No.	Actions	Delivery Timescales	Owner/s
1.	Devise a Corporate Management Information Dashboard to report performance against KPIs to Court, the Executive Team and the SACSOH Committee.	Commencing June 2016.	Occupational Health and Safety Administration Team.
2.	Co-ordinate a consultation exercise involving the current SACSOH Committee Members to devise a new format for the committee meetings. Report the consultation findings and recommendations to the SACSOH Committee Chair for approval.	By September 2016.	Health and Safety Co-ordinator.
3.	Provide the University's SACSOH Safety Committee with a summary report of safety inspections carried out in each Department/Faculty, and where appropriate progress made against each of the Faculty's Health and Safety Action Plans.	Commencing September 2016.	Union Safety Representatives/ Faculty Safety Advisors or Faculty Managers.
4.	Refresh and recommence the corporate internal health and safety auditing programme in line with the requirements of the USHA leadership guidance and the USHA Health and Safety Management Profile (HASMAMP) auditing system.	Re-commencing September 2016.	Depute Head of OHSaW.
5.	Develop an external health and safety auditing programme for spin out companies, third parties, contractors and suppliers.	Commencing April 2017.	Depute Head of OHSaW/Estates Health and Safety Officer.
6.	Investigate awards to recognise success, including the possibility of becoming a See Me 'Partner' to further support the effective roll out and implementation of the Mental Health Policy in April 2016.	By January 2017.	Occupational Health Manager.

## **Appendix 2**

### **Hazards (identified at the corporate level)**

The University's most significant health and safety hazards currently in priority order are described below:

1. Construction and Maintenance activities.
2. Emergency Preparedness.
3. Biological Activities.
4. Control of Substances Hazardous to Health.
5. Fire.
6. Failure to induct and train staff sufficiently.
7. Workplace factors leading to occupational ill health.
8. Manual handling factors leading to musculoskeletal disorders.
9. Slips, trips and falls.
10. Working Off-Campus (including overseas travel).

This list forms the basis for the overarching Corporate Occupational Health and Safety Risk Profile.

## Appendix 3

### Reporting success - Example Key Performance Indicators (KPIs)

Each KPI needs to be set against an agreed annual improvement or completion target as compared to the target figure set for the previous year.

#### KPIs – Leading

- Number of Leaders having completed IOSH Leading Safety training.
- Number of staff having completed IOSH Managing Safely training.
- Number of staff having completed mandatory health and safety induction training.
- Number of departmental safety inspections (target 2 per annum).
- Number of OHSaW Audits conducted against plan.
- Number of OHSaW Audit actions closed and completed.
- Number of Executive/Senior managers' safety inspections against plan.
- Number of staff health and safety suggestions implemented.
- Number of false Fire Authority emergency calls avoided.
- Number of staff attending lifestyle screening assessments.

#### KPIs – Lagging

- TRIR (total recordable incident frequency rate) Hrs worked x incidents recorded.
- Number of near miss reports.
- Number of lost time accidents.
- Total number of working hours lost due to accident/injury /ill health
- Number of RIDDOR reportable accidents.
- Number of contractor accidents on site.
- Cost of safety related insurance claims.
- Staff sickness absence due to mental health factors.
- Staff sickness absence due to musculoskeletal disorders.
- Number of risk assessments outwith review period.

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