

**From:** Edinburgh College Freedom of Information

**Sent:** 12 September 2018 15:45

**To:** [REDACTED]

**Subject:** RE: Request for information under the Freedom of Information Act 2002

Dear [REDACTED]

**Our Ref: 040/18**

As of 1 October 2012, Edinburgh's Telford College, Jewel & Esk College and Stevenson College merged to create a single college called Edinburgh College.

We refer to your request for information dated 15 August 2018. The College has considered your request as a request for information under section 1 of the Freedom of Information (Scotland) Act 2002 ("FOISA"):

(Please note, Edinburgh College's financial year runs August 1<sup>st</sup> to July 31<sup>st</sup>, and all figures below are calculated accordingly).

**040/18 (1):** Numbers of staff employed in financial years 20014/15 and 2017/18

The college publishes staff numbers in its annual report. Copies of the annual report for the period 2014/15 to 2016/17 are available online:

<http://www.edinburghcollege.ac.uk/Welcome/Governance/College-Publications/Annual-Report-and-Financial-Accounts>.

The number of staff employed in financial year 2017/18 was 1051 (average FTE).

**040/18 (2):** Numbers of stress related absences in the financial years 2014/15 and for 2017/18

In financial year 2014/15 the college recorded 57 stress-related absences, accounting for 1928 days lost.

In financial year 2017/18 the college recorded 67 stress-related absences, accounting for 1977 days lost.

**040/18 (3):** Absence costs incurred in relation to all sickness absence for financial years 2014/15 and for 2017/18

Edinburgh College began calculating absence costs in November 2017. This information is not available for 2014/15 or the full year for 2017/18. However, please find below the details of the total number of days lost in each period:

2014/15 – 13,178

2017/18 – 12,262

**040/18 (4):** Absence costs in relation to stress related illnesses for the same periods, 2014/15 and 2017/18

Please see response to **040/18 (3)** above.

However, we have previously published the number of working days lost where stress was recorded as the reason. Please note these figures are calculated as per timescales set out in the FOI request **028/18**. The full FOI response is available here:

<http://doc.edinburghcollege.ac.uk/welcome/freedom%20of%20information/02818%20foi%20response.pdf>

**040/18 (5):** Information on steps that your college/institution has taken to manage stress at work such as implementing the HSE Stress Management Standards

Please find attached Edinburgh College's Occupational Health, Safety and Welfare Policy; stress procedural guidance document and stress risk assessment, which are available to all staff.

**040/18 (6):** The date that your college/institution first carried a workplace stress risk assessment and dates of subsequent review.

Please note, risk assessments at Edinburgh College are carried out on specific hazards and not occupational groups. A stress risk assessment tool is available and managers undertake these risk assessments. However, stress risk assessments are not currently recorded other than locally for the information and action for the individuals involved. We are therefore unable to provide you with the requested figures.

Edinburgh College is subject to the provisions of the Freedom of Information (Scotland) Act (FOISA) 2002. If you are dissatisfied with this response, you may ask the college to review this decision. To do this, please contact the Head of Corporate Development at the postal address below or e-mail the Head of Corporate Development at [governance@edinburghcollege.ac.uk](mailto:governance@edinburghcollege.ac.uk) describing your original request and explaining your grounds for dissatisfaction. (Please include in your review request, your name and home address for correspondence).

You have 40 working days from receipt of this letter to submit a review request to:

Head of Corporate Development

4th Floor

Edinburgh College (Milton Road Campus)

24 Milton Road East

Edinburgh

EH15 2PP

When the review process has been completed and if you are still dissatisfied, you may ask the Scottish Information Commissioner to intervene.

The Commissioner's online appeal service is available from their website:

[www.itspublicknowledge.info/Appeal](http://www.itspublicknowledge.info/Appeal)

The online appeal service is available 24/7 and offers you real time help and advice about your appeal.

You must appeal to the Commissioner within six months of receiving the review decision.

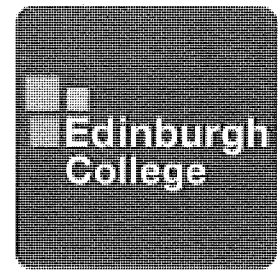
You also have the right to appeal to the Court of Session on a point of law following a decision of the Commissioner.

Regards

FOI Team



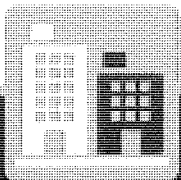
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For the future you want

# Health and Safety

## The Prevention and Management of Work Related Stress



Health and Safety

<b>CONTENTS</b>	<b>PAGE</b>
<b>AIM AND SCOPE</b>	3
<b>INTRODUCTION</b>	3
<b>MANAGING STRESS AT WORK</b>	3
<b>SIGNS OF WORK RELATED STRESS</b>	4
<b>ROLES AND RESPONSIBILITIES</b>	4
Executive and Senior Management Group	4
Managers	5
Occupational Health and health and safety	5
Human Resources (HR) and Organisational Development (OD) Team	5
Employees	6
<b>TRAINING, INSTRUCTION, INFORMATION</b>	6
<b>ADVICE FOR LINE MANAGERS</b>	6
<b>REFERENCES</b>	7
<b>Annex 1 – Stress Risk Assessment</b>	8

## AIM AND SCOPE

01. The aim of this procedural guidance document is to outline the college's procedure to identify and reduce workplace stress in order to make reductions in absenteeism, accidents, and assist in increasing productivity and efficiency.

## INTRODUCTION

02. Edinburgh College recognises that stressors can have a detrimental effect on the mental health and wellbeing of employees. The college will assess and manage activities to reduce stressors, but recognises that some stressors may be created by home and family life. While the college has no control over these factors, every effort will be made to support staff.

## MANAGING STRESS AT WORK

03. The college is committed to protecting the health, safety and welfare of its employees by;

- a. Adhering to the principles of good job design.
- b. Ensuring employees have the skills development and training to enable them to meet the demands of their jobs.
- c. Raising awareness amongst employees and line managers of common workplace factors that contribute to stress and symptoms of stress, along with strategies to minimise the exposure to the effects of these.
- d. Carrying out stress risk assessments and committing to agreed action plans.
- e. Providing a range of employee support services and mechanisms, such as access to fitness facilities, Occupational Health, lifestyle advice and access to counselling and support through PAM Assist.
- f. Encouraging flexible ways of working where business restrictions allow.

04. The Health and Safety Executive (HSE) define stress as "the adverse reaction people have to excessive pressure or other types of demand placed on them". This makes an important distinction between pressure, which can be a positive state if managed correctly and stress which can be detrimental to health.

05. The HSE identifies six key areas called 'management standards' that can be causes of work related stress. These are;

- a. The **demands** of the job i.e. workload, work patterns and the work environment.
- b. The **control** the employee has over their work and how much say the person has in the way they do their work.
- c. The **support** staff receives. This includes the encouragement, mentoring, sponsorship and resources provided by the organisation, line management and colleagues.
- d. The **relationships** in the workplace which includes promoting positive working to avoid conflict and dealing with unacceptable behavior.
- e. The employee's role in the organization i.e. do people understand their role, are there any conflicting roles or are they trained to a sufficient level to carry out that role.
- f. **Organisational change** and how it is managed and communicated in the college.

06. The six management standards identified above should be primarily used in a proactive manner to prevent stress occurring within Edinburgh College. However, using these standards can also assist employees in identifying the causes of stress in the workplace as part of a return to work programme.

## SIGNS OF WORK RELATED STRESS

07. Recognising the signs and symptoms of work related stress in yourself and in others at an early stage can assist in changing the circumstances that cause the stress. Below are some of the signs and symptoms that can occur to varying degrees. Some common psychological effects of stress may include:

- a. The feeling that you can't cope.
- b. Finding it hard to concentrate and remember things.
- c. Lacking confidence.
- d. Not feeling motivated or committed.
- e. Feeling disappointed with yourself.
- f. Indecisiveness.
- g. Feeling depressed or anxious or suffering mood swings
- h. Feeling more emotional – you might be more tearful, sensitive or overwhelmed.
- i. Feeling irritable, or having a short temper.

08. You might suffer from physical effects as well, which might include:

- a. Feeling tired and lacking energy
- b. Diarrhoea or constipation
- c. Aches and pains
- d. Indigestion and nausea
- e. Headaches
- f. Putting on, or losing weight
- g. Chest pains or tightness in your chest
- h. Eating more or less than usual
- i. Sleeping too much or too little
- j. Isolating yourself from others
- k. Drinking alcohol, smoking or taking illegal drugs to relax

## ROLES AND RESPONSIBILITIES

### Executive and Senior Management Group

09. This group are responsible for;

- a. Allocating suitable resources to allow for the implementation of the college's stress policy.
- b. Developing an open and supportive culture where issues such as stress can be discussed.
- c. Identifying and managing the factors as part of any change management process that may cause excessive stress.

### Managers

10. Managers play an important role in managing work related stress. The responsibilities outlined below are complimented by additional information for line managers later in this guidance. Managers are responsible for the following;

- a. Identifying and managing excessive workplace pressures in their areas of responsibility that may cause excessive stress.
- b. Providing support to employees and making reasonable adjustment, where possible, if there is evidence of stress.
- c. Conducting stress risks assessments and implementing action plans within their respective areas of responsibility.
- d. Ensuring that adequate communication occurs between management and staff, particularly where there are organisational and procedural changes.



- e. Ensuring staff are provided with meaningful professional developmental opportunities.
- f. Monitoring workloads and working hours to ensure that people are not working beyond their capability and implementing reasonable adjustment where necessary.
- g. Monitoring breaks and holidays and ensuring that staff are taking their full entitlement.
- h. Ensuring that bullying and harassment is not tolerated within their respective areas.
- i. Seeking advice from the HR team, as appropriate, regarding how to assist an individual or address more effectively any challenges facing their team.

#### **Occupational Health and health and safety**

11. Occupational Health (OH) and the health and safety team can provide advice on stress related issues.
- a. OH will undertake referrals when referred by line management or HR.
  - b. Support individuals who have been off sick with stress and work with those individuals, their respective management and HR regarding a planned return to work.
  - c. Provide specialist advice, information and awareness on stress related issues.
  - d. Advise managers in implementing stress risk assessments and action plans.

#### **Human Resources (HR) and Organisational Development (OD) Team**

12. The HR team have the following responsibilities;
- a. Monitoring the effectiveness of measures to address stress by collating sickness absence statistics.
  - b. HR and OD are to advise managers and individuals on training requirements.
  - c. Providing sickness absence statistics, advice and continuing support to managers and individuals in a changing environment.
  - d. Making referrals to OH as required. During the referral process, work with the respective member of staff, line managers and OH.
  - e. Conducting a return to work meeting with the employee and line manager, prior to the employee returning to work to discuss the causes of the work stressor(s), and to implement a plan of action on how these will be eliminated and/or controlled.
  - f. Ensure that people's skills and abilities are matched to the job demands and that jobs are designed to be within the capabilities of employees.
  - g. Providing confidential counselling for staff affected by stress caused by either work or external factors.
  - h. Providing information to queries regarding terms and conditions of employment and to provide advice on employment policies and procedures.

#### **Employees**

13. Whilst Edinburgh College will control, where reasonably practicable, workplace stress, employees at all levels have responsibility for their own wellbeing. These responsibilities include;
- a. Aiming for an appropriate level of work life balance and maintaining a good working relationship with others.
  - b. Seeking assistance from their line management if they experience difficulties at work which have an impact on their wellbeing and ability to carry out their responsibilities.
  - c. Inform their line management at the earliest opportunity if they are unable to cope with the demands being placed upon them at work, or seek support from PAM Assist.
  - d. Planning and taking allocated breaks and holidays.
  - e. Complying with Edinburgh College's employment and health and safety policies and procedures.
  - f. Identifying any contributing stressors in the workplace and discussing these with line management, or safety representatives.
  - g. Accepting opportunities for counselling when recommended.

14. It is important to take action at a personal level and to review lifestyle to identify any contributing factors to stress that can be altered. For example;

- a. Eating on the run, or in a disorganised manner.
- b. Smoking, or drinking excessively.
- c. Rushing, hurrying and trying to be available to everyone.
- d. Trying to do several jobs at once.
- e. Missing breaks and taking work home.
- f. Taking no time for exercise and relaxation.

#### **TRAINING, INSTRUCTION, INFORMATION**

15. All members of staff will be offered training on stress at induction and routinely during their employment. This training can be found on Moodle which also contains a link to the stress procedure and risk assessment.

16. PAM Assist is a 24/7 confidential helpline that Edinburgh College staff can use for counselling and support.

#### **ADVICE FOR LINE MANAGERS**

17. Managers are responsible for the welfare of their staff. Identifying the signs of stress at an early stage can reduce the impacts of stress within the area of responsibility. When dealing with workplace stress reasonable adjustments may need to be made for an individual but consideration should always be given to the impact of stressed employees on other team members. There may be a requirement to escalate the issue if, after assessment, it is deemed more staff are required to carry out allocated duties.

18. Signs of stress is not always visible but some of the signs to watch for include;

- a. A person that has been absent from work due to work-related stress or has had previous difficulties coping with workloads or personal issues.
- b. They may have personal difficulties which may be unrelated to work.
- c. They are inexperienced in their role.
- d. They may have experienced a period of uncertainty or change relating to their role.
- e. They may have a history of significant or persistent physical health problems.
- f. They may have a personality type which tends towards perfectionism, over work or being unable to cope with pressure.
- e. They demonstrate behaviors which could be attributed to work related stress.

19. Stress should not be a reason for managers to be afraid to manage. If a stress related illness is reported it should be treated as any other sickness absence. Below are some steps that should be taken.

- a. When an individual requests a meeting, allow reasonable time to discuss the issues raised. If either you or the individual is worried about their health it would be appropriate to discuss with HR and refer to OH for assessment and advice. The stress risk assessment and action plan must be completed by line management
- b. Treat stressed employees in the same way as those with a physical health problem. Discuss the issue with them and demonstrate that you are concerned for their health.
- c. Speak to the individual regarding actions that could be taken to alleviate the stress and ask if there is anything that can be done to assist. For example; simple changes to work and advising the individual about sources of help i.e. PAM Assist.
- d. Use the stress risk assessment to aid in identifying stress related issues and identify a viable action plan with the individual.
- e. Document the action plan, carry out the agreed actions and review the modifications to identify if the stress has been reduced. Annex 1 provides details on stress risk assessments.

## REFERENCES

SHE Stress guidance pack

PAM Assist UK

## STRESS RISK ASSESSMENT

01. The aim of any risk assessment is to identify the things that can cause harm (i.e. workload) and control that hazard to an acceptable level. For stress assessments, the HSE's 6 management standards should be treated as hazards and used proactively to mitigate the causes of stress. They can also be used reactively to assist in identifying the factors that can be controlled for employees that identify stress as an existing condition.

02. The risk assessment form and example can be found on [SHE](#). It provides guidance on how to carry out a risk assessment, an example assessment and a return to work questionnaire which can be completed by employees as part of a return to work procedure.

03. The steps to carrying out a stress risk assessment are outlined below.

### Step 1 - Identify the stress risk factors (Management Standard)

- a. The college's risk assessment process is based on the Health and Safety Executive's management standards for work-related stress. When assessing the risks to which employees are exposed to, it is important to consider organisational level issues that have the potential to impact on teams rather than solely focusing on individual employees.
- b. Aspects such as sickness absence data, Occupational Health referrals, survey results, exit interviews and staff turnover rates can provide a good indicator as to the level of stress within the college.
- c. Using the 6 management standards headings can assist in identifying what the actual cause of the stress is.

### Step 2 - Decide who might be harmed and how

- a. Some people may be more vulnerable to developing work related stress than others. Each department may also be exposed a greater deal of stress than others. This should ideally be completed as part of any change management programme.

### Step 3 - Evaluate the risks and assign control measures

- a. The risk assessment template has been designed for recording risks and allows any existing control measures to be added. Each assessment must be completed specifically for the individual or change. The guide tab on the risk assessment describes the evaluation process. The suggested control measures are not exhaustive.
- b. The 6 management standards can also be used to identify control measures. Examples are below for each of the management standards;

#### DEMANDS

- i. Can tasks be redesigned or reallocated?
- ii. Can adjustments be made to working hours or patterns?
- iii. Can changes be made to the way resources are managed or allocated?
- iv. Should further training be provided?
- v. Can changes be made to the work environment, equipment or resources?
- vi. Can deadlines and workflow be reviewed?
- vii. Are breaks and annual leave taken?

## CONTROL

- i. Can the job design be altered to give more control over pace of the work?
- ii. Can adjustments be made to the working hours or patterns?
- iii. Are employees encouraged to develop new skills and use initiative?
- iv. Can further training be provided?

## SUPPORT

- i. Are opportunities available to raise and resolve issues?
- ii. Are systems in place to give and receive regular feedback?
- iii. Do employees know how to access information, policies and procedures?
- iv. Do employees know how to access the resources necessary to do their job?
- v. Do employees know how to access support systems provided by the college?
- vi. Do employees have a supportive working environment where open communication is encouraged?

## ROLE

- i. Are opportunities available to raise and resolve issues?
- ii. Is the job design safe and clear?
- iii. Are there conflicting demands which could be minimised?
- iv. Are systems in place to give and receive regular feedback?
- v. Are clear objectives set and policies and procedures communicated?
- vi. Are there clear lines of communication and line management structure?

## RELATIONSHIPS

- i. Are opportunities available to raise and resolve issues?
- ii. Is conflict identified and addressed at an early stage?
- iii. Do employees know where to find information, policies and procedures relevant to their concerns?
- iv. Do employees know how to access support systems provided by the college?

## CHANGE

- i. Are employees consulted on proposed changes in a timely manner where possible?
- ii. Are employees provided with information to help understand the reasons for change, if required?
- iii. Are systems in place to provide employees with information on the probable impact of change on their jobs?
- iv. Are systems in place to make employees aware of timescales for change?
- vi. Do employees know how to access support systems provided by the college?

### Step 4 - Record the findings and implement action plans

04. Once the findings have been recorded, all agreed actions must be carried out in order to mitigate the risk.

### Step 5 - Monitor and review action plans and assess effectiveness

05. The assessment must be reviewed periodically if there are changes to working practices or the levels of stress continue at the same level. Employees are responsible for advising their line manager of any changes in activity which may affect the findings of the risk assessment which may initiate a review. Ensure that the assessment review date is added and that changes are brought to the attention of all members of staff and others who may be affected.

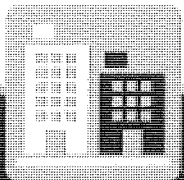


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For the future you want

# Occupational Health, Safety and Welfare Policy



Health & Safety

CONTENTS	PAGE
<b>Part 1 - HEALTH, SAFETY AND WELFARE STATEMENT</b>	<b>3</b>
<b>Part 2 - MANAGEMENT, ORGANISATION AND RESPONSIBILITIES</b>	<b>4</b>
Aim	4
Introduction	4
Health and safety objectives	4
Policy and planning	4
Implementation and operation	5
Safe Environment	5
Safe People	5
Safe Equipment	5
Safe Procedures	5
Checking and corrective action	6
Management review	6
Records	6
Communication, Participation and Consultation	7
Organisation and responsibility	7
Lines of Responsibility	7
The Board of Edinburgh College	9
Principal and Chief Executive	9
Executive and Senior Managers	9
Managers	10
Employees	11
Students	11
Visitors, Contractors and Members of the Public	12
Health and Safety Team	12
<b>Part 3 - DETAILED ARRANGEMENTS FOR HEALTH, SAFETY AND WELFARE</b>	<b>13</b>



## EDINBURGH COLLEGE

### HEALTH, SAFETY AND WELFARE STATEMENT

1. As the Principal and Chief Executive of Edinburgh College, I am responsible for the health, safety and welfare impact of the college. This policy statement reflects the importance I attach to those issues to protect college employees, students and those who are affected by our activities, in order to create the framework for our staff to provide a high standard of education to our students.
2. The College Board is fully committed to compliance with all relevant health, safety and fire legislation. This policy will apply to all Edinburgh College employees and students alike. The measures outlined in this policy and subsequent guidance documents are the minimum standards and values expected and should be adhered to at all times. The policy consists of 3 parts. The first, this policy statement, is designed to provide all college employees and students with a general indication of my views and beliefs on health, safety and welfare. The second will outline the responsibilities that I place on individuals and the organisational structure implemented in order to achieve those duties. The third is in the form of procedural guidance documents that will act as an extension of this policy to provide greater detail on how those responsibilities will be implemented.
3. All foreseeable hazards must be identified and assessed in order to reduce the likelihood of accidents, incidents and cases of occupational ill health. Equipment, premises, people and systems of work will be, as far as is reasonably practical, safe and without risks to safety and health. Each Head of Facility holds responsibility for the safety, health and welfare of their staff and students. This should be achieved by creating and maintaining a positive health and safety culture where everyone can contribute by identifying and mitigating risk. Consultation with health and safety representatives, employees, unions and other stakeholders must take place in order to achieve this.
4. All college staff must be aware of their legislative duties and to be responsible for the safety of themselves and others through their acts and omissions. Our responsibilities also extend to others such as visitors and contractors, who must be provided a safe environment.
5. I am committed to the continual improvement of occupational health and safety standards. The Health and safety team are charged with monitoring and reviewing health, safety, and welfare performance. This will be achieved through operational plans.
6. This policy will be reviewed annually and will remain extant unless amended by changes in legislation or other times as deemed necessary by the College Board. Any amendments or alterations will be subject to full consultation with the recognised trade unions and communicated via the intranet and health and safety notice boards for all employees, students, visitors, contractors and service providers.
7. In summary, if we are to achieve our ambition of making Edinburgh College a leading college, providing excellent education through a quality curriculum, it is vital that we continue to create a safe working and learning community. In order to inspire people and transform lives, we must maintain a consistent safety culture with strong staff and student centered values which will enable us to thrive and contribute to the performance of the college.

*Annette Bruton.*

Annette Bruton  
Principal and Chief Executive  
01 October 2017

**PART 2**  
**MANAGEMENT, ORGANISATION AND RESPONSIBILITIES**  
**IN HEALTH, SAFETY AND WELFARE**

**AIM**

01. The aim of this policy is to communicate the standards expected to protect the health, safety and wellbeing of all staff, students, contractors and visitors at Edinburgh College (EC) in order to contribute in providing the operational framework for the college to achieve its strategic aims.

**INTRODUCTION**

02. Staff and students are recognised as our most valuable resources and therefore protecting their health, safety and wellbeing is crucial. Edinburgh College not only recognises its legislative responsibilities to our people but also to society in general. In achieving high standards of health, safety and welfare within the college, we aim to encourage our students to pass those high standards on into their subsequent work places.

**HEALTH AND SAFETY OBJECTIVES**

03. The Safety Management System outline within this policy has been compiled using the approach outlined in the BS OHSAS 18001:2007 Occupational Health and Safety Management Systems and following the guidance of HSG65 - Managing for Health and Safety. Both systems work on a Plan, Do, Check, Act (PDCA) principle to achieve the following;

- a. To establish, resource and maintain a high standard framework to ensure a safe and healthy working environment for all Edinburgh College employees, students and other persons who may be affected by our activities.
- b. To identify hazards and mitigate risk, to a level that is as low as is reasonably practicable, through suitable and sufficient risk assessment, using the hierarchy of control. Contingency plans will be prepared to minimise the impact of any incident.
- c. To provide systems of work that are safe and without risk to health where staff have the correct skills, experience, training and understanding of the safe procedures to carry out their duties.
- d. To ensure that premises, plant and equipment are fit for purpose through procurement, engineering and controls and that substances are controlled in a safe manner.
- e. Performance measurement, audit and review systems are in place in order to monitor the success of the safety management system and provide continuous improvement.

**HEALTH AND SAFETY MANAGEMENT SYSTEM**

04. The safety management system for Edinburgh College has been compiled using a five-step approach that compliments the PDCA principle. This consists of; **Policy (Plan), Planning (Plan), Implementation and Operation (Do), Checking and Corrective Action (Check) and Management Review (Act).**

**POLICY AND PLANNING**

05. The implementation of any safety management system relies on the co-operation of all personnel at all levels of the organisation. To assist in achieving this, clear plans and procedures are developed and consulted upon, objectives are set and monitored with guidance documents provided for reference. Effective planning is concerned with prevention through identifying, eliminating and controlling hazards and risks, the process for which will be outlined in this policy.

06. In the event of any emergency or incident, Edinburgh College has processes in place that will assist in mitigating the effects upon staff, students, other companies, the public, property and the environment. Examples of processes include: incident management teams, provision of duty managers and guidance on incident management.

## IMPLEMENTATION AND OPERATION

07. In order to put the safety management system into effect, 4 areas of compliance should be considered. These are; safe **environment**, safe **people**, safe **equipment** and safe **procedures**. More detailed information is provided in the health and safety management procedural guidance document.

### Safe Environment

08. All Edinburgh College employees, students and visitors must be provided with a safe environment to operate in. This is the space to be occupied by the college for the conduct of their activities and includes any surrounding areas together with members of the public who may be affected by those activities. The safe environment will form part of the activity specific Risk Assessment.

### Safe People

09. Safe people are those who have been given the appropriate information, instruction, training and supervision to enable them to carry out a specific duty or activity as a competent person with the appropriate qualification, currency, maturity and experience. Edinburgh College will ensure that all employees are competent to carry out their duties. This will take into account that those under training (students) who cannot be deemed competent and will require additional supervision. The requirements of each position shall be identified and recorded and suitable assessment procedures implemented to ensure competence is maintained. The safety of members of the public, visitors and contractors will also be taken into consideration when carrying out risk assessment.

10. The Senior Management Team and Middle Managers shall have an in-depth understanding of the health and safety implications regarding their respective areas through specific training courses provided. Furthermore, they shall be competent in managing related health and safety issues, with specialist support provided by the health and safety team. Where appropriate this competence will be developed through specific training such as IOSH Leading and Managing Safely.

### Safe Equipment

11. This is equipment currently in use or brought formally into the college together with the associated documentation, maintenance programme, activity risk assessment and disposal requirements. All equipment used by college staff and students shall be fit for purpose, appropriate, and subject to planned preventative maintenance. Facilities management shall also be engaged, whether internal or external, in the provision of maintenance and repair to the fabric of buildings and sites manned by college staff. This inspection regime is augmented by regular physical condition checks, conducted by the appropriate supervisory or management staff, at intervals prescribed by inspection plans. Any formal equipment inspections must be documented.

### Safe Procedures

12. This covers the safe conduct of any event or activity carried out within Edinburgh College through thorough risk assessment and control implementation. The process of risk assessment is to identify any significant occupational health and safety hazards associated with the college's undertakings and controlled to reduce any residual risk to a level as low as is reasonably practicable. Where hazards cannot be eliminated, the college shall ensure that appropriate and effective risk controls are provided to reduce risks to acceptable levels. Further information on risk assessment can be found in the procedural guidance document.

13. Arrangements have been established to ensure a thorough investigation of accidents and near misses. The results of investigations shall be analysed and reviewed to identify common features and trends that might reveal areas for improvement across college operations. It is college policy that all accidents and incidents are reported immediately and investigated as required. Everyone is encouraged to report near misses and other events that could have caused injury or damage. This will assist in improving the health and safety standards within the college. Further information can be found in the incident reporting procedural guidance document.

## CHECKING AND CORRECTIVE ACTION

14. Performance measurement provides information on the progress and current status of the management system. The provision of this information assists in its operation and development by:

- a. Providing information on how the system operates in practice
- b. Identifying areas where corrective action and continual improvement is necessary
- c. Providing feedback and motivation

15. The Health and Safety team will analyse the outcomes of inspections, investigations and audits for trends, ensuring the systems in place meet legal requirements. The Health and Safety team will monitor changes to health and safety legislation and feed this back into the management system to ensure that the college remains legally compliant.

16. Audits are the measuring component of the management system. Any audit programmes compiled shall be based on the risk profile of the area / aspect being audited. The management responsible for this area must ensure that if corrective actions are identified, that these actions are taken without undue delay to eliminate detected non-compliances and their causes.

## MANAGEMENT REVIEW

17. The management review is to assess compliance with the college's policies and procedures, review performance against objectives and targets over a period of time and assign actions to achieve continual improvement.

18. Management review shall include assessing opportunities for improvement and the need for changes in the occupational health and safety management system including the policy and objectives. The Edinburgh College Board shall be part of the management review process. The procedure covers review based on;

- a. The results of internal and external audits.
- b. The findings from accident reports and investigations.
- c. Changes in legislation and guidance,
- d. Feedback from consultation with stakeholders and recommendations for improvement.

19. The outputs from the management review mechanisms shall be documented and include any decisions and actions related to possible change to policy, objectives and other elements of the safety management system, consistent with the commitment to continual improvement. This provides visibility of issues raised and the identification of the required corrective and preventive action necessary to ensure their subsequent verification and closure. The management review is made up of a number of elements, which are as follows;

- a. Yearly occupational health and safety appraisal to the board of management, or sooner should there be any significant change.
- b. Quarterly update to the board of management and senior management group.
- d. Quarterly review by the Health and Safety Committee regarding developments
- e. Six monthly operational plan update and end of year review
- f. Publication of monthly accident and incident details including recommendations.

## Records

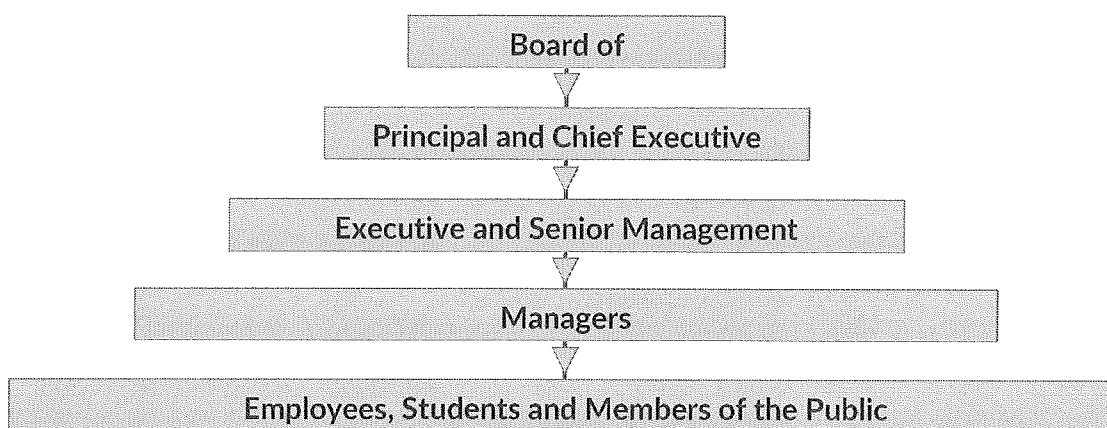
20. Edinburgh College will ensure the effective maintenance and storage of records in a manner that prevents their loss or deterioration until their final disposal. Records shall be maintained as necessary to demonstrate compliance with legal and other requirements and to ensure retention of appropriate occupational health and safety knowledge. Arrangements shall be implemented to ensure that occupational health and safety knowledge documentation is up to date, applicable to the purpose for which it is intended, taking into account requirements of data protection legislation, and communicated to all those who need it. This will include the facilities management company.

## Communication, Participation and Consultation

21. It is imperative for all parties to work collaboratively in the pursuit of a successful health and safety culture. Edinburgh College complies with the Safety Representatives and Safety Committees Regulations 1977, whereby the trade union nominated safety representatives are consulted on safety matters. The college encourages and values input from all its employees in the process of continuous improvement of its working procedures and in development of policy and management systems. Any changes to the management system are consulted and communicated as required to employees who may be affected by the change.

## ORGANISATION AND RESPONSIBILITY

22. The organisational chart below demonstrates the managerial levels in which health and safety responsibilities are laid out in all four of Edinburgh College's campuses.



### Lines of Responsibility

23. The EC Principal/ Chief Executive, Depute Principal, Chief Operating Officer, Assistant Principals who form the Executive team and Senior Management Team on behalf of the EC Board will, so far as is reasonably practicable, in all areas in which its employees, students and visitors operate, maintain a safe working environment and working practices in accordance with the requirements of the Health and Safety at Work etc. Act 1974.

24. The Principal and Chief Executive is appointed by the EC Board and is delegated to act on its behalf in matters relating to the organisation and management of the college. In this context, therefore, whilst maintaining the overall responsibility for the occupational health, safety and wellbeing governance of the EC staff, students and those affected by their undertakings, the EC Board delegates the operational management performance of the same to the EC Principal and Chief Executive.

25. Operationally, the responsibility and accountability for ensuring occupational health and safety lies with Edinburgh College's Executive and Senior Management Team. This team shall ensure that adequate resources are available to undertake activities safely. Individual responsibilities for the implementation of the Health and Safety Policy and those additional responsibilities delegated within the related procedural guidance, shall be clearly defined, allocated and communicated to those involved e.g. through job descriptions. To ensure that any material organisational change does not introduce additional risk into the operational activities of the college, and that any potential effect upon the organisation is assessed prior to change. Processes shall be implemented to evaluate such changes.

26. The responsibilities for health, safety and wellbeing mirrored to the general management structure of the college; each level of management is responsible for those below, and accountable to those above, to the extent that who have control, have responsibility. This is so that the responsibility for ensuring high standards of health, safety and wellbeing performance remains with those who design, arrange or direct the operational activities of the college and to develop a thriving health, safety and wellbeing culture throughout the college.

27. To satisfy the EC Board's commitment to continuous improvement, prevention of accidents, elimination of work-related ill health and the promotion of a healthy learning and working environment, the Principal and Chief Executive, Depute Principal, Chief Operating Officer, Assistant Principals, Senior Management Team and Occupational Health and Safety team will commit to:

- a. Creating, maintaining and developing a positive, fair and accountable health and safety culture that secures the commitment and participation of all employees and students.
- b. Meeting its responsibilities to employees, students, other people and the environment in a way which recognises that legal requirements are the minimum standard.
- c. Ensuring articles and substances are used, handled, stored and transported safely (so as far as is reasonably practicable) and are without risks to health
- d. Adopting a planned and systematic approach to the implementation and operation of the EC Board's Health and Safety Policy to ensure, so as far as is reasonably practicable:
  - i. The provision and maintenance of plant, machinery and systems of work that are safe and without risks to health.
  - ii. The provision of information, instruction, training and supervision as is necessary to ensure the health and safety at work of its employees and the learning of its students.
  - iii. As regards any place of work under the EC Board's control, the maintenance of it in a condition that is safe and without risks to health and the provision and maintenance of means of entrance and exit from it that are safe and without such risks.
  - iv. The provision and maintenance of a working environment for employees that is safe, without risks to health, and adequate as regards facilities and arrangements for their welfare at work.
  - v. The (suitable and sufficient) identification, assessment, monitoring and review of risks associated with all activities of EC with the aim of eliminating or controlling these risks according to the hierarchy of control.
  - vi. The allocation of resources to meet the requirements of the EC Board's Health, Safety and Wellbeing Policy.
  - vii. Planning for health, safety and wellbeing - including the setting of realistic short, medium and long-term objectives - deciding priorities and establishing adequate performance standards.
  - viii. Measuring and evaluating health and safety performance through monitoring and audit review on a regular basis to ensure standards are maintained and developed in accordance with OHSAS 18001 and HSG65
  - ix. A coherent and robust system of consultation with trade union health and safety representatives and representatives of employee and student safety and to provide them with facilities and assistance to enable them to carry out their functions effectively

## The Board of Edinburgh College

28. The Board recognises that it has responsibility for health, safety and welfare matters. It will authorise and approve the Health and Safety Policy document and support the effort of the Principal and Chief Executive, the Senior Management Team and all levels of management in achieving policy objectives.

## Principal and Chief Executive

29. The Principal and Chief Executive shall have ultimate responsibility for all operational activities within Edinburgh College. This will include providing and maintaining adequate workplace health, safety and welfare provisions and standards to safeguard all employees, students and others, such as visitors and contractors. The Principal and Chief Executive, in conjunction with the Board, is responsible for approving the Health and Safety Policy document and will:

- a. Monitor the overall effectiveness of the Health and Safety Policy, ensuring the policy is reviewed at least annually and is revised where necessary.
- b. Ensure adequate resources are made available to comply with health and safety requirements.
- c. Delegate responsibilities both general and specific to appropriate staff as identified in the following sections, to ensure the above is effectively applied.
- d. Ensure the implementation of this policy by active management and review of health and safety within the organisation.
- e. The Principal and Chief Executive will actively promote high health and safety standards and set a good personal example.

## Executive and Senior Managers

30. This group includes the Depute Principal, Chief Operating Officer, Assistant Principals, Heads of Faculties. They are responsible to the Principal and Chief Executive of Edinburgh College for health and safety issues in terms of implementation, monitoring, and review of the policy. This line of management will:

- a. Be responsible for the day-to-day health and safety management of all personnel, contractors and students within their areas of control and actively promote and encourage the development of a culture of health and safety awareness.
- b. Make arrangements for the investigation, analysis and reporting of all notifiable accidents and incidents with a view to preventing similar occurrences in the future.
- c. Ensure regular health and safety inspections and that any necessary remedial works are identified are carried out where applicable.
- d. Ensure managers and nominated employees carry out risk assessments and implement safe systems of work where necessary. They should ensure that risk assessments are monitored and regularly reviewed when necessary.
- e. Consult with their employees and students on health and safety matters.
- f. Consider the health and safety implications of any materials, plant or equipment purchased on behalf of the college, consulting with the Facilities or the Health and Safety team where necessary.
- g. Ensure that any premises and equipment under their area of control are suitable, safe and without risks to health.
- h. Appoint nominee(s) who will be responsible for the day-to-day management of their areas of control in their absence.
- i. Ensure that regular fire and emergency practice drills are carried out and are recorded.

## Middle Managers

31. This group includes; Curriculum Managers, Middle Managers and Team Leaders. This level of management has responsibility for the day-to-day management of the health, safety and welfare of all personnel and students within their areas of responsibility. They are responsible for the effective implementation and achievement of this policy in their specific areas of control. Managers will:

- a. Nominate competent personnel to assist in identifying safe systems of work and to document suitable and sufficient risk assessments, which take account of all significant hazards inherent in the activities within their area of responsibility.
- b. Ensure that the organisation of health and safety responsibility within their area of responsibility is clearly defined, documented and communicated.
- c. Ensure that all employees, students, visitors and contractors are made aware of any significant hazards, safety rules or procedures that may be encountered within their areas of control, including the precautions to be taken against these hazards. This will include procedures to be followed in the event of a fire or emergency situation.
- d. Empower members within their area of responsibility to suspend or stop any activity that is not being carried out correctly and which could cause harm to others or damage to property.
- e. Enforce the wearing of personal protective equipment or clothing in designated areas where applicable.
- f. Ensure all equipment, plant and substances used are assessed, suitable for the task, handled, stored and distributed correctly and kept in good working condition through regular inspection, maintenance and servicing where required, with appropriate records maintained.
- g. Assess the health and safety training needs of employees under their control and provide all necessary instruction, training, information and supervision as appropriate to enable employee duties to be conducted safely. This includes ensuring that procedures are in place for the induction of new employees and students and mandatory training is completed.
- h. Ensure all accidents and incidents are properly recorded on SHE, and that they are effectively investigated where applicable to ensure that suitable preventative measures are put in place to prevent reoccurrence.
- i. Enforce disciplinary procedures where appropriate when non-compliance with health and safety procedures have been identified.
- j. Ensure the requirements of high-risk and additional support need workers and students (e.g. disabled, pregnant, lone workers, young/vulnerable persons, home workers) are assessed and adequate measures are taken to ensure their health, safety and welfare within their area of responsibility.
- k. Ensure regular safety inspections are carried out and recorded within their area of responsibility where applicable.
- l. Consult with employees and students under their control on health and safety matters and ensure that health and safety is a regular agenda item at local meetings.
- m. Nominate competent personnel within their area of control to train and act as fire wardens, first aiders and evacuation chair operators.
- n. Actively participate in fire drills, ensuring roll calls are carried out where applicable.
- o. Promote a culture of health and safety awareness and set a good personal example on health and safety.



## Employees

32. All college employees are expected to comply with the health and safety arrangements that are in force within the college. Staff are under a legal obligation to take reasonable care for the health and safety of themselves and others through their acts or omissions. Anyone contravening these stipulations could be subject to college disciplinary proceedings. All employees, regardless of the position held, must familiarise themselves with and conform to the college's Health and Safety Policy and will:

- a. Assist the college in fulfilling its health and safety obligations by taking reasonable care for the health and safety of themselves and others, who may be affected by their acts or omissions.
- b. Observe the safety rules, codes of practice, safe systems of work or instructions devised for their health and safety and cooperate fully with managers in the investigation of accidents, incidents and near misses.
- c. Work safely and not to remove any safety device or guard provided for the purpose of ensuring safety or interfering with or misusing anything provided in the interest of health and safety.
- d. Report all significant hazards, potential dangers, accidents, incidents, near misses and damage that may occur in the course of their work to their line manager without delay.
- e. Ensure that all safety equipment is used or worn in the designated areas and that it is stored and maintained in line with the manufacturer's recommendations. In addition, report any defects in safety equipment to their line manager.
- f. Employees are encouraged to voice their opinion and provide recommendations on safety, welfare or health issues and to participate in the risk assessment process.
- g. When bringing vehicles onto college property, adhere to and obey all speed limits, directional and warning signs, other safety and traffic signs, at all times ensuring that vehicles are parked safely in designated parking spaces.
- h. Use any designated walkways, avoiding traffic areas where possible.
- i. Ensure that their own areas of work are at all times kept clean, tidy and free from significant hazards.
- j. Upon hearing the fire alarm, follow the fire guidance on evacuating the building safely and actively participate in fire and emergency evacuations.
- k. Work strictly within their personal level of competence and in a manner that should not give rise to danger. Seek expert advice for issues outside of personal competency.

## Students

33. It is for the college and college staff to ensure the health, safety and welfare of students. Students do, however, have a part to play. In particular, they will:

- a. Follow any health and safety rules, policies and signs that apply in their course areas and the college campuses. Furthermore, individuals must conduct themselves in a way that does not endanger themselves or others.
- b. Ensure that where they are instructed to wear or use safety equipment it is done so in the designated areas in line with manufacturer's recommendation, with any defects being reported to their lecturer.
- c. Not misuse any equipment provided in the interest of health and safety, e.g. fire alarms, fire extinguishers, guards, personal protective equipment, etc.
- d. Report all accidents, incidents or anything they consider may be a risk to health and safety to a member of staff.
- e. Use designated walkways, avoiding traffic areas where possible.

### **Visitors, Contractors and Members of the Public**

34. All visitors, contractors and others arriving on site are required to report to reception where they will be required to sign in on arrival and out upon departure. If brought on site by a member of staff, that person will be the responsible person and must ensure that they are aware of the following;

- a. All visitors, contractors and others invited to or expected to work or learn on college property are required to comply fully with this college policy and any other specific rules and conditions applicable to them throughout their visit.
- b. On no account should any work be conducted by a contractor until they have received clear instruction regarding the college's rules for contractors and have provided documented risk assessments and safe systems of work.
- c. They must comply with all relevant health and safety instructions, guidance and safe working practices appropriate to their area of work.

### **Health and Safety Team**

35. The Health and Safety Team have key responsibilities for supporting the development of a safe and healthy working environment and shall act as the competent persons for advising on health and safety matters to the college by:

- a. Assist with the coordination of health and safety support services whilst giving advice and guidance to all. In addition, assist management with the monitoring and review of health and safety performance and documentation.
- b. Assisting with the investigation of accidents, incidents and near misses, in addition to the preparation and maintenance of formal reports and records.
- c. Assisting with the coordination, organisation and monitoring of fire drills and emergency evacuation procedures, and ensuring records of these activities are kept.
- d. Providing advice and assistance to all levels of management, staff and students on health and safety issues on aspects such as working practices, equipment, protective clothing, plant, risk assessments and inspections.
- e. Representing the college in dealings with the enforcing authority.
- f. Ensuring Fire Risk Assessments and Safety Audits are carried out when required.

### PART 3

#### DETAILED ARRANGEMENTS FOR HEALTH, SAFETY AND WELFARE IN EDINBURGH COLLEGE

The detailed arrangements for implementing the health and safety management system is done so in a series of detailed procedural guidance documents. These documents will act as an extension of this policy and the contents treated in the same manner as the contents of this document. All procedural guidance documents can be found on SHE

Number	Document
001	<u>Management of Health and Safety</u>
002	<u>Risk Assessments</u>
003	<u>DSE</u>
004	<u>Manual Handling</u>
005	<u>Stress</u>
006	<u>CoSHH</u>
007	<u>Fire</u>
008	<u>Accident and Incident Reporting</u>
009	<u>Working at Height</u>
010	<u>Work Equipment</u>
011	<u>Lifting Equipment and Lifting Operations</u>
012	<u>DSEAR</u>
013	<u>CDM</u>
014	<u>Asbestos</u>
015	<u>Noise</u>
016	<u>Vibration</u>
017	<u>First Aid</u>
018	<u>Legionella Management</u>
019	<u>Electrical</u>
020	<u>Occupational Health</u>
021	<u>Student Work Placement</u>
022	<u>Driving / Transport</u>
023	<u>Confined Spaces</u>
024	<u>Smoke Free</u>
025	<u>Ionising Radiation</u>
026	<u>Pressure systems</u>
027	<u>Communicable Diseases</u>
028	<u>Evacuation and Emergency</u>
029	<u>Gas Safety</u>
030	<u>Events</u>
031	<u>Contractor</u>
032	<u>Hot work</u>
033	<u>Educational and Residential Visits</u>

