



Health, Safety & Wellbeing Policy

University of Essex Campus Services Ltd

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Table of Contents

Introduction	1
Aims and Objectives	2
General responsibilities	3
Advice and Assistance	9
Arrangements (Health & Safety Standards)	11
Appendices	13

SECTION: 1

Introduction

University of Essex Campus Services Limited (UECS) will develop and operate the commercial facilities at the University of Essex. UECS values the highest standards of customer care and champions team culture. We will collaborate with the University of Essex and will actively engage with the local and regional communities to further the reputation of the University. We also value sound financial management. We want these values to be reflected in our health and safety policies and practices.

We recognise that the health, safety and wellbeing of staff and customers are important in helping UECS to deliver annual growth in surplus for the University of Essex and provide a positive customer experience. We are committed to meeting our statutory health and safety and fire safety responsibilities and to creating a culture that is proactive in supporting the health and safety of our staff and customers.

Individuals, UECS and society as a whole all benefit from the provision of healthy and safe working environments. Under a comprehensive health and safety policy an employer can achieve this by helping employees to keep healthy and by protecting them from work-related harm. Also, by providing a suitable work environment, those with long- or short-term health conditions and disabilities can be encouraged to remain at work.

The Board of Directors believes that the health, safety and wellbeing of its staff and the health and safety of its customers is fundamental to its values and mission, and seeks to provide a supportive, safe and healthy work environment for all. This requires the involvement and commitment of all staff at all levels of UECS. The Board of Directors accept their responsibility to provide strong leadership on health and safety and they expect Deputy Directors, Director of Sport, Unit Head/Unit General Managers and other line managers to take ownership of health and safety risk and accept responsibility for it in their area. This Policy sets out the responsibilities we all have to look after ourselves and others affected by our work activities.

This Policy also sets out UECS' health and safety objectives for the coming years. Its arrangements for implementing the Policy can be found in standards and guidance on specific occupational health and safety related subjects. All of these also form part of UECS' Health, Safety and Wellbeing Policy.

The Policy and objectives will be regularly reviewed to ensure that we are achieving our goals and continually improving our management of health, safety and wellbeing.

Signed

Chair of the UECS Board

SECTION: 2

Aim and Objectives

The following aim and objectives relate to the University of Essex H&W Policy and focus on UECS' core Health & Safety activities to meet legal statutory compliance and prevent work related accidents and ill health:

1. To build a health and safety structure and culture that provides the foundation through which Campus Services can support the University community to develop, grow and flourish.

To achieve this aim, we will:

1. Support the University in creating an enabling environment, where members of Campus Services and the University community collaborate and engage positively with health, safety and wellbeing.
2. Continue to develop a suite of current and proportionate health and safety standards, that set out and communicate arrangements for managing significant health and safety risks within Campus Services.
3. Ensure that appropriate and engaging health, safety and fire arrangements are in place within Campus Services to support the University's growth in size and complexity.
4. Make the best use of technology to assist with the management of health and safety, the monitoring of health and safety performance and the evidencing of continual improvement.
5. Ensure there are suitable and sufficient arrangements for the management of the key operational health, safety and fire risks identified on sectional risk registers/assessments.

A Health and Safety Plan (HS Plan) which detail specific actions to be taken to meet the aims and objectives of this Policy has also been produced and will reviewed on an annual basis.

SECTION: 3

General responsibilities

This Policy sets out general and overarching responsibilities. Details of more specific actions employees, line managers, Unit Head/Unit General Managers and others need to take to meet their responsibilities are given in section specific Codes of Practice for Managing Health and Safety. Where appropriate to its work, UECS also adopts the University of Essex health and safety standards. Further information on these can be found in Section 5 of this Policy.

It is important that all employees understand their responsibilities and what they have to do to meet them.

- **All employees** have the responsibilities laid down in Section 3.1
- In addition to their duties as employees, **all line managers and supervisors** have the responsibilities detailed in Section 3.2

In addition to the above responsibilities, the following employees have specific responsibilities relating to their roles:

- **Unit Head/Unit General Managers** (Section 3.3)
- **Director of Campus Services, Director of Sport, Deputy Directors, and Heads of Section** (section 3.4)
- **Head of Customer Services (ECS)** (section 3.5)
- **Director of Finance, Planning & Resources** (Section 3.6)
- **Board of Directors** (Section 3.7)

Advice and Assistance:

In addition to their general responsibilities, certain employees have been appointed in a supporting role.

- ECS Health & Safety Advisor (Section 4.1)
- Unit Health and Safety Liaison Officers (**HSLOs**) (Section 4.2)

The following competent specialists have been appointed to provide advice and assistance to enable to UECS with meet its statutory duties

- University of Essex Workplace Health and Safety Advisory Service (Section 4.3)
- University of Essex Occupational Health Service (Section 4.4)
- Consultancy for Food Safety Advice (Section 4.5)

3.1 Employees

All employees are responsible for:

- Looking after their own work-related health and safety and the safety of others affected by their work activities.
- Co-operating with UECS by following safe working practices and carrying out their health and safety responsibilities as detailed in this and other UECS health and safety related policies and standards.
- Timely reporting of accidents, work-related ill-health, health and safety related incidents, hazards or inadequacies in health and safety procedures, in accordance with their business unit and UECS procedures.
- Taking part in any health and safety training and development identified as necessary by the University, UECS, their business unit or line manager.
- Using work equipment safely and in accordance with instructions and training.
- Ensuring that activities, events or projects that they organise that involve employees, students, contractors, volunteers, or other visitors are risk assessed as part of the planning stage and suitable control measures implemented.
- Seeking advice if they do not feel competent to carry out their responsibilities.

In addition, employees may be given specific health and safety related roles or responsibilities. These may be detailed in their business unit's health and safety management statement, their job description or other UECS health and safety related policies.

Health and Safety Education

All employees are responsible for contributing to the health and safety education of students, whether this be through operational activities, involving them in the safe design of projects or student events, or leading by example in exhibiting safe behaviours.

Employees who organise activities and events that involve students are responsible for the health and safety of the students whilst they are under their supervision. This includes ensuring that they understand the risks associated with the activities and follow health and safety instructions.

3.2 Line Managers and supervisors

All line managers and supervisors are responsible for the implementation of the Health, Safety and Wellbeing Policy in their area of control. As a general rule their direct responsibility for health and safety is determined by the extent to which they have authority to take action. That is, if they have the authority to make a general decision about some aspects of the work, they are responsible for the health and safety implications of that decision.

Their responsibilities include:

- Positively promoting high standards of health and safety.
- Making sure that those managers, supervisors and employees under their control carry out their health and safety responsibilities.
- Effectively communicating relevant health and safety information to their employees and others affected by their work activities.
- Consulting employees and their safety representative on risk assessments and changes to their working practices that may substantially affect their health and safety.
- Sharing information and co-ordinating arrangements for controlling health and safety risks arising from their activities which may affect University departments, other business units, employers', employees, contractors, or users of the University's premises.

- Making sure that employees under their control are competent in health and safety, and capable of meeting their health, safety and compliance responsibilities.
- Making sure the Health and Safety Policy and relevant health and safety standards are implemented in their area of control.
- Supporting the Business Unit Head/Unit General Manager in the development and review of risk assessments and health and safety standards.
- Ensuring risk assessments are carried out and implemented in their area of control.
- Advising their Business Unit Head/Unit General Manager on hazards which, if not adequately controlled, present significant health and safety risks to the organisation. Keeping them informed on the effectiveness of risk controls and alerting them to failures of risk control.
- As appropriate, informing their manager or HSLO of any health and safety concerns that they cannot address, including the need to review risk assessments or health and safety related standards.
- Taking account of the effect of work on employee health and the health of the employee on work when delegating work and assessing health and safety risks

3.3 Unit Head/Unit General Managers

Unit Head/Unit General Managers are responsible for ensuring that their business unit complies with UECS's health and safety requirements and has effective systems in place for the management of health and safety. Their responsibilities are to:

- Provide leadership on health, safety and wellbeing.
- Appoint a Health and Safety Liaison Officer (HSLO) and other specialist officers as may be necessary to advise and/or support them on health and safety related matters.
- Ensure that those appointed in a business unit safety role have sufficient authority, competence and resources to undertake the role.
- Ensure managers, supervisors and employees under their control carry out their health, safety and compliance responsibilities.
- Ensure that appropriate arrangements are in place for the communication of health and safety issues to all employees, customers, contractors and other visitors to their Unit'
- Ensure that employees (and their Trade Union Safety Representative) are consulted on the outcome of risk assessments or changes to working practices that may substantially affect their health and safety, and account is taken of their views'
- Put into place appropriate arrangements for ensuring the health and safety competence and capability of their employees, ensuring that UECS's minimum requirements for health and safety training are met.
- Ensure that appropriate co-ordination and communication takes place with clients and contractors for the safety of customers, contractors, and UECS employees who may be put at risk by the activities of the Business Unit, client or contractor.
- Ensure that risk assessments are carried out in their area of control, and the control measures recorded and implemented.
- Ensuring equipment and substances provided for use at work are fit for purpose, used safely and maintained in a safe condition.
- Where risk assessment has identified a need, set up a programme of health surveillance for employees.
- Ensure that UECS's health and safety standards are implemented in their area of responsibility.
- Develop and keep under review business unit health and safety standards that relate specifically to the business unit.

- Ensure that regular monitoring and review of health, safety and compliance in the business unit is undertaken, in accordance with UECS' minimum requirements.
- Where any repairs, alterations, improvements or modifications to University buildings or services are needed, arrange for the work to be procured and managed by the University's Estate Management Section.
- Inform the Director of Finance, Planning & Resources or Head of Customer Services (ECS) of significant health and safety risks and any health and safety concerns that cannot be addressed by the Unit Head/Unit General Manager
- Review the implementation and effectiveness of health and safety related policies and standards in their area of responsibility and feedback any issues they cannot address to their Director, Deputy Director or Head of Section.

3.4 Director of Campus Services, Director of facilities Services, Director of Estates, Director of Sport, Deputy Directors, Heads of Section and Senior Managers

Directors, Deputy Directors, Heads of Sections and Senior Managers are responsible for ensuring the UECS Policy is implemented in areas under their control. This includes:

- Providing leadership on health, safety and wellbeing.
- Ensuring managers, supervisors and employees under their control carry out their health, safety and compliance responsibilities.
- Ensuring that appropriate arrangements are in place for the communication of health and safety issues to employees, customers, contractors and other visitors.
- Ensuring that appropriate co-ordination and communication takes place with clients and contractors for the safety of customers, contractors, and UECS employees who may be put at risk by the activities of UECS, the client or contractor.
- Informing the Director of Finance, Planning & Resources or Head of Customer Services (ECS) of significant health and safety risks and any health and safety concerns that they cannot address.
- Ensure that those appointed in a health and safety role have sufficient authority, competence and resources to undertake the role.
- Ensure that Unit Head/Unit General Managers under their control are competent and carry out their health and safety responsibilities.
- Ensure consultation takes place on matters that may substantially affect the health and safety of employees.
- Co-operate with any monitoring or investigations undertaken by the University, to enable the University to ensure the health and safety of its employees, students and visitors.
- Ensure that where any repairs, alterations, improvements or modifications to University buildings or services are needed, the work is procured and managed by the University's Estate Management Section.
- Managerial responsibility for the control of risks arising from exposure to asbestos and Legionella, where it relates to UECS activities that are outside the control of the University of Essex or other landlords.
- As required, provide reports on the Business Units health & safety performance to the UECS H&S Committee, WHSAW and/or the Head of Customer Services (ECS).

Where the Deputy Director/Head of Section also has direct Unit management responsibility, they will also have responsibilities as detailed in section 3.3 above.

3.5 Head of Customer Services (ECS)

The Head of Customer Services (ECS) has delegated authority from the Director of Finance, Resource and Planning (ECS) for ensuring that systems are in place for the effective management of health and safety and fire risk throughout UECS. Their responsibilities in addition to those listed in 3.4 above are to:

- Review and update the UECS Health, Safety and Wellbeing Policy and Plan.
- Ensure suitable systems are in place for monitoring, auditing and review of health, safety and compliance.
- Act as the strategic point of contact between UECS and those appointed to provide competent health and safety, fire safety and occupational health advice.
- Liaise with clients and contractors, to enable effective cooperation and co-ordination of health and safety risks to UECS, client and contractor employees and customers.
- Support the Director of Finance, Planning & Resources in ensuring appropriate arrangements are in place throughout UECS for the planning, implementation, monitoring and review of health, safety, wellbeing, and compliance including:
 - a. the provision of suitable information, instruction, and training
 - b. the communication of health and safety throughout UECS and between UECS and its clients
 - c. health and safety consultation
 - d. the identification and management of significant risks arising from UECS's activities
 - e. the development, implementation and review of health and safety standards
 - f. monitoring, auditing and review of health, safety and compliance.
- Produce an annual report on health, safety and wellbeing and other reports that may be required for the Board of Directors.
- Keep the Director of Finance, Planning & Resources informed of any relevant health, safety and compliance risk management, and employee wellbeing, issues.

3.6 Director of Finance, Resource and Planning (ECS)

As the most senior employee responsible for the implementation of the UECS Health Safety and Wellbeing Policy, the Director of Finance, Planning & Resources has overall accountability for health, safety and wellbeing at UECS. Their responsibilities are to:

- Ensure there is effective leadership on health, safety and wellbeing.
- Lead the regular review and update of the UECS Health, Safety and Wellbeing Policy and Plan.
- Ensure there are effective arrangements in place for the:
 - a. planning, implementation, monitoring and review of health, safety and wellbeing
 - b. provision of competent health and safety, fire safety and occupational health advice
 - c. co-ordination and co-operation with clients and contractors, to ensure health and safety risks to UECS, client and contractor employees and customers adequately managed and that statutory requirements (compliance) relating to the safety of the premises are met
 - d. the control of risks arising from exposure to asbestos and Legionella, where it relates to UECS activities that are outside the control of the University of Essex or other landlords
- Ensure that the Head of Customer Services, Director of Sport, Deputy Directors and Heads of Section are competent and carry out their health and safety responsibilities.
- Chair the UECS Health and Safety Committee.
- Co-operate with any monitoring or investigations undertaken by the University, to enable the University to ensure the health and safety of its employees, students and visitors.

- Keep the Board informed of any relevant health and safety risk management and employee wellbeing issues and alerting Board members to the need to take account of the impact of new projects on employee and customer health and safety.
- Provide an annual report on health, safety and wellbeing performance to the UECS Board and the University of Essex Health and Safety Group, and other reports that may be required by the Board.

3.7 Board of Directors

The Board of Directors has ultimate responsibility for the strategic direction of UECS and the health and safety impact of policy decisions. Decisions taken by the Board of Directors must comply with health and safety legislation and UECS's Health, Safety and Wellbeing Policy.

UECS Directors are responsible for:

- Demonstrating their commitment to the achievement of high standards of health, safety and wellbeing.
- Approving the UECS policy and strategy on Health, Safety and Wellbeing.
- Seeking assurance on the effectiveness of risk controls for significant health & safety risks to UECS.
- Ensuring that adequate resources are allocated for the effective management of health and safety risk and the attainment of high standards of employee wellbeing.
- As necessary, seeking competent health and safety advice before making a decision that may affect the health, safety and wellbeing of employees and customers.
- Ensuring that appropriate arrangements are in place for the effective management of health and safety, for monitoring operational health and safety performance and for ensuring appropriate consultation on health and safety issues that affect employees and customers is undertaken.
- Ensuring that they are kept informed about significant health and safety risks and issues.
- Receiving annual reports on the health and safety performance of UECS, to enable them to monitor and evaluate the implementation and effectiveness of UECS's Health, Safety and Wellbeing Policy and arrangements for risk control. Also, to receive ad hoc reports, as required, to enable them to be kept informed of and alert to significant health & safety risks to UECS and relevant health & safety management issues.
- Ensuring that health and safety risks are identified as part of the planning of new projects and strategic plans.
- Providing an annual report on health and safety performance to the University of Essex.

SECTION: 4

Advice and Assistance

4.1 ECS Health & Safety Advisor (HSA)

The ECS HSA is responsible for:

- Providing specialist advice on health and safety and compliance with legal requirements and the UECS Health and Safety Policy and standards.
- Coach and support staff to take account of health and safety, including advising managers and technical/operational staff on risk assessments for their activities.
- Develop and produce written health and safety standards, systems of work, guidance and risk assessments, ensuring the information is kept up to date and reflects change in operational delivery and legislation.
- Examine new legislation and best practice guidance, providing advice and guidance on practical application to sections of UECS.
- Support the relevant departments with communication and consultation on health and safety. Run or assist with campaigns and initiatives for the positive promotion of health and safety.
- Lead on arrangements for health and safety training for UECS. Develop and deliver health and safety training (face to face and online) or assist with sourcing suitable training providers.
- Perform audits, compliance monitoring, inspections and investigations to support the Head of Customer Services to ensure health and safety compliance. Monitor close out of corrective actions from internal and external audits and inspections.
- Assist in co-ordinating the development and review of standards relevant to the activities of UECS, keeping accurate records and monitoring compliance to manage these risks.
- Support and advise on health and safety compliance in new buildings and refurbishment projects.
- Lead on the provision of H&S advice and support to UECS and lead on health and safety-related projects, initiatives and process improvements, including leading or participating in working groups as required, to contribute to continuous improvement at the University.

4.2 Health and Safety Liaison Officers (HSLO)

Unit HSLOs are responsible for:

- Supporting the Head of Customer Services (ECS) / their Unit Head/Unit General Manager on the development, review, and revision of the UECS Health, Safety and Wellbeing Policy and their business unit health and safety management statement.
- Acting as the main point of contact for UECS / the business Unit on matters of health and safety.
- Ensuring that health and safety concerns raised by employees are taken to the appropriate person / section for action (for example Unit Head, Estate Management Section, Occupational Health (OH) or WHSAS).
- Ensuring that where relevant the Unit Head / Unit General Manager and other managers and team leaders are kept informed of health and safety issues (for example by including them on the agenda of management group meetings).
- Supporting the Head of Customer Services (ECS) /their Unit Head/Unit General Manager with setting up and keeping under review business unit arrangements for:
 - a. Communication and consultation on health and safety
 - b. Health and safety induction and training of employees
 - c. First aid

- d. Fire and emergency evacuation
- e. Portable Electrical Appliance Testing
- f. Risk assessment
- g. Display Screen Equipment (DSE) Assessment
- h. Reporting of health and safety incidents, hazards, and concerns
- i. Monitoring health and safety (including inspections and health and safety incident investigations)

4.3 University of Essex Workplace Health and Safety Advisory Service (WHSAS)

The University of Essex Workplace Health and Safety Advisory Service (WHSAS) provides a competent health and safety advisory service to UECS in accordance with the Management of Health and Safety at Work Regulations (Regulation 7) and the Regulatory Reform (Fire Safety) Order (Regulation 18).

The terms of the advisory service are set out in the service level agreement for the provision of human resource services and include the provision of:

- Health and safety advice to UECS managers and HSLOs, including advice on legislative requirements, risk assessment, new legislation, and best practice guidance.
- Advice on fire safety precautions and compliance with the Regulatory Reform (Fire Safety) Order.
- Advice and assistance with the development of UECS health and safety standards, including access to the University's health and safety standards (as published on their website) for UECS to adopt or adapt for their use.
- Assistance to UECS managers with inspections and incident investigations.
- Advising on health and safety competence and capability, and organisational training and development needs.
- Producing health and safety performance data and supporting UECS with the development of performance reports.

UECS staff are also entitled to attend in-house health and safety courses being run for University employees.

4.4 University of Essex Occupational Health Service

UECS has appointed the University of Essex Occupational Health Service for advice and assistance on the impact of work on health and health on work. The terms of the advisory service are set out in the service level agreement for the provision of human resources services and include:

- A clinical occupational health service
- Pre-employment screening
- Management referral service
- Health surveillance
- Eye care vouchers for DSE users
- Counselling services

4.5 Food Safety Advice

The Head of Catering & Events is responsible for the appointment of competent advisors on Food Safety.

SECTION: 5

Arrangements (Health & Safety Standards)

Health and safety standards, which include codes of practice, safe working procedures and risk assessments, detail how we do things safely and meet legal obligations for health and safety. Because of their legal status, it is important that Unit Head/Unit General Managers, line managers and employees follow them, and they are therefore mandatory.

Where appropriate the University of Essex standards will be adopted by UECS. In such cases Unit Head/Unit General Managers will have the responsibilities assigned to Heads of Department / Section. University of Essex standards can be found on the University's website, by following the links at www.essex.ac.uk/health-safety/.

UECS and Individual business units may also produce health and safety standards covering risks arising from their work.

5.1 Responsibilities for premises related health and safety risks

The tenancy agreement should specify landlord and tenant responsibilities. In general, in premises where UECS is a tenant, the landlord will be responsible for the management of health and safety risks relating to the building and services. UECS is responsible for risk assessment and arrangements relating to its work activities and equipment.

The Framework agreement for the management of statutory compliance and health and safety risks between University of Essex Campus Services Ltd and The University of Essex provides further detail in regard to each party's responsibilities.

5.2 Fire, Asbestos and Legionella: Responsible persons

Legislation requires employers and controllers of premises to appoint a responsible person to be managerially responsible for controlling the risk of exposure to asbestos and Legionella. The Regulatory Reform (Fire Safety) Order also places responsibility for the control of risks arising from fire on the "responsible person."

5.3 The University of Essex Estate

UECS must comply with the Estate Management Section's Policies and requirements relating to the safe operation of the University of Essex Estate where any repairs, alterations, improvements or modifications to University buildings or services are needed, the work must be procured and managed by the University's Estate Management Section.

5.4 Asbestos and Legionella

Managerial responsibility for asbestos and Legionella risk rests with the Director of Estates. UECS must comply with the Estate Management Section's Policies on asbestos and Legionella.

The Head of Customer Services (ECS) has managerial responsibility for the control of risks arising from exposure to asbestos and Legionella, that relate to any UECS activities that are outside the scope of University of Essex Estate Management Section's control as detailed in the relevant UECS management plans.

5.5 Fire

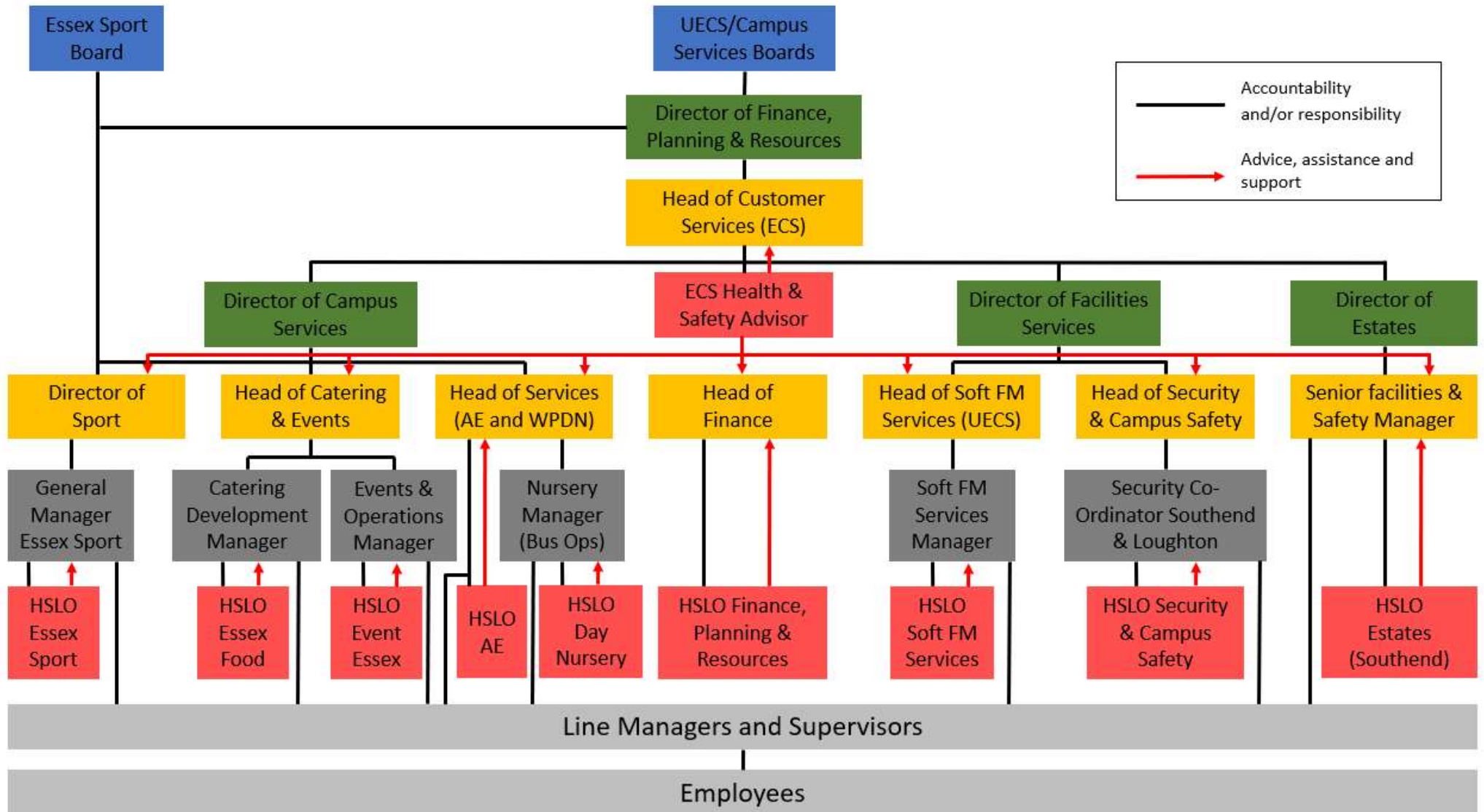
The University of Essex is responsible for fire risk assessment and arrangements relating to its premises. UECS must comply with the University's arrangements for fire safety when working on its campuses. This includes ensuring that all employees based on the University of Essex campuses are trained in basic fire safety.

UECS is responsible for fire risk assessment and arrangements relating to its work activities.

SECTION: 6

Appendices

Appendix 1: H&S accountability, responsibility, advice, and assistance flow chart



Appendix 2: Definitions and abbreviations used in this Policy

Terms used in this Policy are defined as follows:

Auditing: Formal systematic, independent process for checking the implementation and effectiveness of UECS's systems for managing health and safety.

Codes of Practice: Details arrangements for ensuring compliance with the law and gives details of what Unit Head/Unit General Managers, line managers and employees and others need to do to meet their health and safety responsibilities as laid down in UECS's Health, Safety and Wellbeing Policy.

Consultation: Consultation involves not only giving information to employees, but also listening to them and taking account of what employees say before making any health and safety decisions.

Competence: Competence is the ability to do the job required to the necessary standard. It is not just training, but also experience of applying the skills and knowledge, which needs to be gained under adequate supervision.

Capability: Capability encompasses the employee's suitability for the task as well as their competence. This means that account needs to be taken of the employee's aptitude and physical condition, as well as their level of training, knowledge and skills.

Guidance: Simple advice which describes how to meet responsibilities in relation to discrete subjects.

Hazard: Something with the potential to cause harm.

Health: Physical or mental condition, freedom from illness or pain.

Performance: Level of achievement. For example, how well objectives or standards are being met.

Policy: Sets the direction UECS follows, responsibilities for action and arrangements for implementation.

Review: Checking that existing systems for managing health and safety are adequate and deciding on actions and timescales to remedy deficiencies. This should be based on feedback from monitoring and auditing, current legal requirements and best practice and future requirements.

Risk: A product of the likelihood of harm arising from a hazard, and the likely severity of harm.

Safety: Freedom from danger or risk of harm.

Significant risk: Risk of physical or mental harm to people arising out of, or in connection with work. Risks arising out of routine activities associated with life in general can be ignored, as can instances where the harm is likely to arise infrequently and be minor in nature.

Standards: This term covers various policies, codes of practice, local rules, procedures, schemes and risk assessments which describe how the Health, Safety and Wellbeing Policy (that is its arrangements) is implemented, significant risks are managed, and legal requirements met.

Wellbeing: The subjective state of being healthy, happy, contented and satisfied with one's quality of life. It includes physical, material, social, emotional (happiness) development and activity dimensions. In relation to the workplace, it involves creating an environment which allows employees to flourish and achieve their full potential for the benefit of themselves and the organisation.

This Policy focuses holistically on mental and physical wellbeing, through:

- Minimising work-related health and safety risks
- Providing opportunities for employees to look after their own health, and
- Providing timely support for those who have health problems, enabling them to remain in or return to work.

This approach supports the development of a workforce that is physically and psychologically well, impacts positively on employee engagement and enhances employee overall wellbeing and quality of life, to the benefit of the employee, UECS and society as a whole.

Abbreviations:

UECS	University of Essex Campus Services Ltd
HSLO	Health and Safety Liaison Officer
HSAS	Health and Safety Advisory Service
UECS	University of Essex Campus Services
HAS	Health & Safety Advisor (ECS)
WHSAS	Workplace Health and Safety Advisory Service

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