

University Health & Safety Arrangements: Chapter 18



Working across organisational boundaries

Key word(s):	MIB; PSI; Royce, Christabel Pankhurst, NGI, DCF, GEIC, working within other organisations; interdisciplinary working; sharing laboratories;
Target audience:	Senior managers; safety advisors writing local safety arrangements; all staff and students registered with one school / directorate and working in premises not directly controlled by that school / directorate.

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Note.

“Senior Managers” are responsible for health and safety within their organisational unit, specified areas or as a consequence of their activities, and for any additional activities as agreed and delegated to them (eg where they accept responsibility for day-to-day safety arrangements for staff who have other line managers, for reasons of

geographical or other convenience). They may be Deans, Heads of School, Directors of Institutes, Directors and Heads of Service in non-academic areas, the University Librarian, the Directors of the Manchester Museum and the Whitworth Art Gallery, and their equivalents.

Introduction

1. The fundamental principle of health & safety management in the University is that responsibility for health and safety lies with the line manager. That responsibility may be delegated to others, but accountability cannot. This picture can be complicated where organisational structures do not map onto real organisational arrangements or geography.
2. This Chapter applies to situations where staff and students work in areas beyond those normally occupied and controlled by their line manager, and includes, but is not limited to, working in: -
 - a) University Research Institutes (eg PSI, MIB, Royce, Christabel Pankhurst, NGI, DCF, GEIC etc)
 - b) Other Departments / Divisions / Schools / Faculties of the University
 - c) [Laboratories shared](#) between different Departments / Divisions / Schools / Faculties
 - d) Other Universities
 - e) NHS Trusts
 - f) External businesses / organisations / environments, including overseas,
 - g) A geographically devolved administration.
3. In all cases for University staff and students, line management responsibility must remain clear, and be explicitly delegated from a Head of School (HoS)¹ or Director of School Operations (DoSO).

Staff and students in academic schools.

4. Heads of Schools retain health and safety management accountability for all their staff and students, wherever they work. They cannot divest themselves of this. However, when staff are located and working off site, in University research institutes, in other buildings or schools etc, the expectation is that their day-to-day management will be delegated to others. HoSs should be aware that in

¹ For academics, background information is provided in a paper produced by Nancy Rothwell and Simon Gaskell, on Research Institutes Responsibilities, SET, 24 June 2008 (agenda item 2.2.2)

practice they have delegated their day-to-day health and safety management responsibilities to those in charge of these areas. A summary of how responsibilities should be divided is given in Appendix 1.

5. The importance of this is that HoSs retain accountability for ensuring that the delegation works in practice. Therefore, Heads of Schools should: -
 - a) seek feedback from their own staff and students (eg annually, depending on risks etc) on how health and safety is managed in the areas in which they are working
 - b) liaise with the person in charge of the area where staff and students are working about interfaces between health and safety issues (and other management issues that could include disciplinary/grievance procedures, workload management, training and competence, supervision, etc). Some of these areas may be outside the control of the nominated person in charge
 - c) ensure that there is an exchange of all relevant information and co-operation about risk assessments
 - d) there is a forum where issues of mutual concern and interest are discussed and there is a clear route for escalation if required.
 - e) agree a means of monitoring to ensure that all relevant measures are in place and effective.

6. The following are key areas that need to be agreed between the Heads of Schools and those in control of areas where School staff and students are to work. (These can be delegated to SSAs or line managers using the check list in Appendix 2.)
 - Policy
 - Organisation: Control and Arrangements
 - Co-operation and Communication
 - Arrangements for risk assessment
 - Accident, Incident and Near-Miss reporting requirements
 - Competence and Training
 - Monitoring of performance
 - Fire Safety and Emergency procedures
 - First aid provision
 - Manual Handling
 - Display Screen Equipment
 - Equipment safety (including electrical, lifting, local exhaust ventilation and pressure etc.)

- Chemical, biological and genetically modified organism safety and procedures if appropriate
- Ionising and non-ionising radiation safety and procedures, if appropriate

Staff in administrative directorates

7. The same principles apply to staff working in a geographically dispersed administration and can be illustrated by the following examples.

Example 1

8. A Director of Faculty Operations (DoFO) is surrounded by a team of HR, Estates, Finance and other professional staff. Line management arrangements for these staff vary, depending on function, even though they are co-located. In such an arrangement, it does not make sense for a function Director who has line management responsibility to be responsible for the day-to-day health and safety operational arrangements affecting their remote staff. It is important that the function Director recognises that they are accountable for ALL staff for whom they have line management responsibility, wherever they are located; however they may explicitly delegate that responsibility to another senior manager where operational sense dictates. In such circumstances, the function Director's role is to assure themselves, and be able to provide evidence that:
 - a) an explicit agreement exists, and
 - b) effective local health & safety management arrangements are in place (by, for example, receiving minutes of the local Health & Safety Committee).
9. In some circumstances, the Director may wish to retain health & safety responsibility for specialist functions which cannot appropriately be managed by the local senior manager, for example estates-specific health & safety matters. In those circumstances the Director should be clear exactly what responsibilities they will delegate.

Example 2

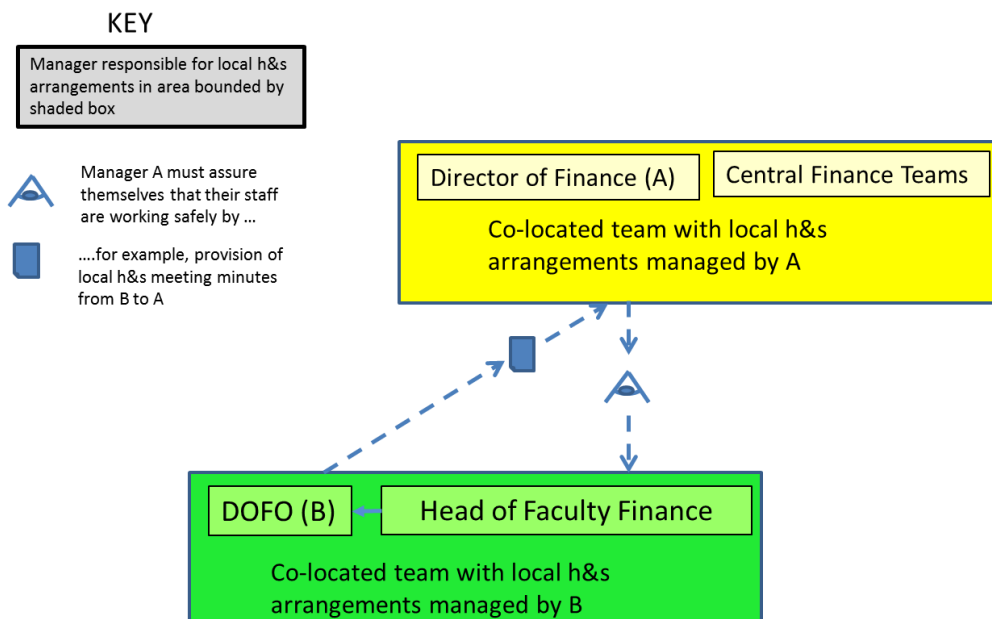
10. The principle of a "unitary administration" means that Professional Services (PS) staff in Schools are formally managed through the administrative "line". This means that ultimately PS staff in Schools report via the Head of School Operations to the Director of Faculty Operations (DoFO). Such staff may be geographically scattered across several schools and buildings. It makes sense for those staff to fall under local health & safety arrangements, which may be organised around buildings (particularly for issues such as fire safety). It is the responsibility of the remote line manager (in this case, the DoFO) to ensure that:

- where health & safety responsibilities are delegated to local managers (eg the HoS where staff are based), this is explicit and reflected in local health & safety policies.
- they assure themselves of effective local health & safety management arrangements (by, for example, requesting Health & Safety Committee minutes).

11. The guiding principle should be that responsibility may be delegated to others, but ultimate accountability cannot. Where responsibility is delegated, this should be explicit, agreed, recorded, and evidence gathered to assure the delegating manager that their staff are working in a properly managed environment. Appendices 1 & 2 are designed for use by HoSs but can be used by operations managers to ensure that all relevant areas are covered by the formal arrangements.

12. The arrangements can be illustrated in the diagram below, using finance as an example:

Example 2

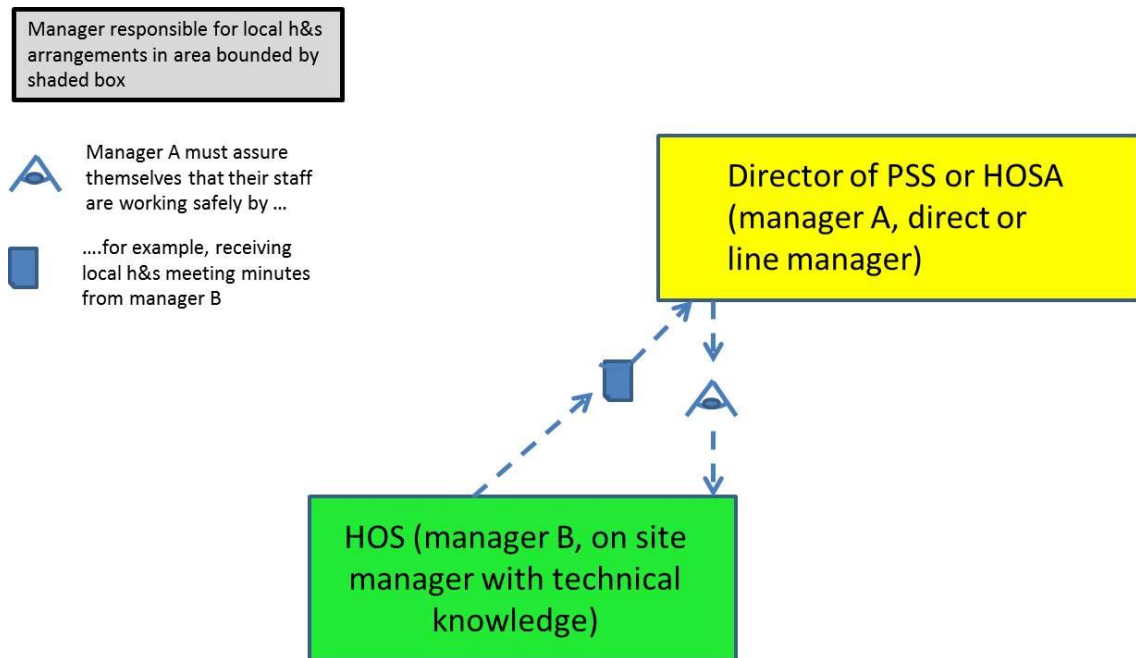


Example 3

13. Staff managed through the PS route (ie *via* the HoSO, or to a Director of PS) operate a stores in, for example, Chemistry or CEAS. The stores stock a wide range of hazardous chemicals and laboratory equipment used by researchers and students. One store has a liquid nitrogen (LN) bulk storage tank with discharge outlets used by all staff and students to top up LN dewars. There is an oxygen deficiency alarm nearby. On one occasion, someone leaves a LN discharge tap open after filling a vessel and the alarm activates. Who is responsible for the risk assessment, for investigating such an incident, maintaining the detection system and the LN equipment, relocating the oxygen detector (if appropriate) and issuing instructions or training staff about using the LN?

14. Clearly, the stores staff will need to be aware of the hazards and findings of the risk assessment for the LN facility (chemicals, other stores or equipment). However, the facility is used by the School and school staff will need to be involved in the risk assessment for those collecting LN, understand the meaning of any alarm system and what to do. The direct stores manager may not be familiar with this type of risk, whereas the HoS is more likely to have competent safety assistance on site. The two managers should agree who is the most appropriate person to manage this situation, and if appropriate could split it into technical and non-technical aspects, with the stores manager assigned non-technical issues dealing with issues such as staff pay and conditions, sickness absence, etc. Such shared responsibilities should be described in a written document such as the school/directorate safety arrangements. If the line manager delegated to the HoS, the schematic would be:

Example 3



Resource implications

15. In general, the line manager will remain responsible for providing resources for their staff, unless specific alternative arrangements have been agreed. Resources may be necessary, for example, for the provision of personal protective equipment, implementation of any specific occupational health recommendations, or implementation of recommendations arising from a workstation assessment, (eg adapted seating or specific software) etc. Resources may also need to be agreed for competency assessment (eg through P&DR), training and development of any specific skills, particularly in relation to example 3 situations. In the example given, it is likely that specialist training will be needed: for handling compressed gases or cryogenic materials, understanding the operation of the low oxygen monitoring system and its implications and for information about school-specific arrangements and requirements. The managers involved must agree any effective arrangement and will need to exchange information about how they meet their obligations, but ultimately, responsibility for ensuring the training is provided, is suitable and appropriate, and that the individual has the skills and knowledge necessary to carry out their role safely lies with their line manager, manager A.

Appendix 1

Issue	Responsibilities	
	Person in Charge of Work Location (eg Research Institute Director)	Head of School(s) / Directorates
Health and Safety Policy	<p>Approve a policy statement which meets the requirements laid down by law.</p> <p>This statement of policy should be signed by the senior manager of the work location and communicated to all in their charge.</p> <p>Further information available at: - H&S Arrangements Chapter 13 – Faculty/School/local policy statements.</p>	<p>Check that their staff and students employed in other areas have been made aware of the health and safety policy. Any problems in respect of the suitability and sufficiency of the policy should be referred to School Safety Advisor / Risk and Compliance Manager, Faculty / Directorate Safety Manager or Safety Services.</p>
Organisation: Control and Responsibilities	<p>Define and communicate the organisation and responsibilities of personnel to carry out the commitments in the Health and Safety Policy. A safety organogram is helpful to represent this. Further information available at: H&S Arrangements Chapter 13 – Faculty/School/local policy statements.</p>	<p>Ensure that staff and students have been made aware of their responsibilities for health and safety in relation to the activities they are undertaking.</p>
Co-operation and Communication	<p>Identify and define how they will co-operate, communicate and consult with staff and students, their safety representatives and those from other areas with regard to safety issues. This can be in the form of written documents such as the Health and Safety Policy Statement, safety management documentation, e-mails, staff meetings, team briefings, notice boards, risk assessments and training.</p> <p>Forward any information relating to staff and students that would need to be kept on their records such as training or occupational health monitoring to the relevant administrative unit (School / Directorate).</p>	<p>Receive any relevant information that relates to the health and safety of their staff and students.</p>
Competence and Training	<p>Ensure that those working in premises under their control are appropriately trained. Details available at: -</p>	<p>Ensure that records of any training carried out by staff / students working in other areas are added to individual's</p>

Issue	Responsibilities	
	Person in Charge of Work Location (eg Research Institute Director)	Head of School(s) / Directorates
	H&S Arrangements Chapter 11 - Training and Competence.	personal file and provide evidence of any applicable training on requested to confirm competence and ability.
Risk Assessments	Ensure that risk assessments are completed for all activities being undertaken in areas under their control. Produce and communicate the significant findings of risk assessments for all activities undertaken within / by the organisation in accordance with legal requirements and University Guidance on risk assessment, details available at: H&S Arrangements Chapter 9 – Risk Assessment & Risk Management.	Ensure that staff and students are made aware that they should not start work in the new location until risk assessments for their work have been produced, approved and communicated.
Accident, Incident & Near-Miss reporting requirements	Implement a system to ensure that all accidents, incidents and near-misses that occur as a result of activities are reported and that subsequent investigations are undertaken to prevent re-occurrence and forward details to the relevant school. Details of University system available at: H&S Arrangements Chapter 6 - Accident and Near Miss Reporting.	Receive reports on any accidents, incidents and near-misses involving staff and students working in other areas and details of actions taken to prevent re-occurrences. Co-operate with any investigation and ensure action is taken to implement any recommendations arising.
First aid provision	Appoint suitable numbers of first aiders in accordance with legal requirements / and first aid needs assessment and ensure that staff and students are made aware of their identity and location. Further information available at: http://www.staffnet.manchester.ac.uk/services/occupational-health/first-aid/	Ensure that their staff and students are made aware that they should be informed, when entering new work areas, of the first aid arrangements that are in place.
Fire Safety and Emergency procedures	Comply with the requirements of fire legislation / University Fire Safety Arrangements Chapter 7. Details available at: http://documents.manchester.ac.uk/display.aspx?DocID=13925 Ensure that all staff and students are made aware of local fire and emergency arrangements.	Ensure that their staff and students are made aware that they should be informed, when entering new work areas, of the fire and emergency arrangements that are in place.

Issue	Responsibilities	
	Person in Charge of Work Location (eg Research Institute Director)	Head of School(s) / Directorates
Chemical, Biological and GM safety	Ensure that chemical , biological and GMO risk assessments are produced according to local arrangements and that the significant findings from these assessments are communicated in accordance with legal and University requirements: - http://www.healthandsafety.manchester.ac.uk/toolkits/chemicals/	Ensure that their staff and students are made aware that they should not start work until appropriate risk assessments for work involving chemicals, biological agents and GMOs have been produced and approved.
Manual Handling	Ensure potential manual handling risks that may arise as a result of activities are assessed and take steps to reduce the risks. This could include the use of specialist lifting equipment or the undertaking of training.	Ensure that their staff and students are made aware that they should not undertake work that involves manual handling unless they have been properly trained.
Display Screen Equipment	Ensure that all workstations incorporating display screen equipment are assessed in accordance with legal requirements / University Guidance . Details available at: - http://www.healthandsafety.manchester.ac.uk/toolkits/dse/	Ensure that any display screen equipment that is transferred to other areas for staff / students to use is fit for purpose and that staff and students are made aware of the need to complete a new workstation assessment when they set the equipment up.
Equipment Safety	Ensure that all work equipment is fit for purpose and subject to statutory inspections, if required, regular maintenance, other inspections and tested for safety.	Ensure that any equipment provided to other areas is fit for purpose has been subject to regular inspections, maintenance and testing and provide details of these along with the relevant records.
Monitoring of Performance	Undertake regular monitoring exercises of health and safety standards and report to the local health and safety committee. Ensure that any uncontrolled significant risks identified are corrected promptly.	Receive regular reports on monitoring activities for those areas where their staff and students are working. Initiate discussions about any long-standing or unresolved issues.

Appendix 2

How can Heads of Schools check that the health and safety of their staff and students is being effectively managed?

The following checklist could be used to ensure that systems are in place prior to School staff and students starting work in areas not under School control.

- Have staff/students received a copy of the local Health & Safety Policy?
- Have staff/students received a safety induction that explains the local safety arrangements?
- Have staff/students received an explanation of their health and safety responsibilities?
- Have staff/students been trained in the correct action to take in the event of a fire including fire exits, fire evacuation route and assembly points and any alternative routes for the location? This also includes details of when fire alarms are tested.
- Have staff/students been informed of the procedures to be followed in the event of an accident, incident, near-miss or dangerous occurrence?
- Have staff/students been informed of the location and contact details for the local First Aiders?
- Have staff/students been made aware of the local requirements and arrangements for risk assessments and had risk assessments for the work being undertaken produced and approved?
- Have staff/students been made aware of the local requirements and arrangements for chemical / biological and GM risk assessments?
- Have staff/students been made aware of any high risk areas / restricted areas?
- Have staff/students been introduced to the local Safety Advisor?
- Have staff/students been on any training courses identified by either training needs analysis or relevant risk assessments?
- Have staff/students DSE workstation assessments been carried out?
- Are the activities being undertaken covered by suitable insurance?
- Have all relevant records for transferred equipment been forwarded, including insurance inspection details if required?
- Is all equipment forwarded fit for purpose, supplied with operating instructions, maintenance records and other relevant information?
- Have chemicals / substances / biological specimens / agents been supplied with relevant chemical safety information?

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