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A Graduate School  
of the University  
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To Whom It May Concern

Ray Horsburgh has been the School's lead Health and Safety Advisor since 2010. During this time he has provided a consistently high level of advice and support on all matters relating to health and safety.

During the period he has spent working with the School, Ray has been responsible for the development of health and safety policy in a range of key areas of the School's activity including travel risk management, events management and contractor management. In each case, the policy has been developed with the active involvement of departmental managers, with training and supporting documentation provided to relevant staff as required.

The impact of Ray's work with the School has been demonstrated by the reduction in the annual number of accidents and incidents occurring on the School's sites and the fact that there have been no insurance claims against the School for the last four years.

Finally, Ray has been very effective in contributing to the development of general health and safety awareness at the School, with managers increasingly knowledgeable and engaged and able to deal with minor health and safety issues on a day to day basis without the need for expert support.

Richard Frost  
*School Secretary*