

Committee: Police Committee – For Information	Date: 2 nd November 2017
Subject Health and Safety Annual Performance Update 1 st April 2016- 31 st March 2017	Public
Report of: Commissioner of Police Pol 66-17	For Information

Summary

This report provides information on the current position regarding the management of health and safety within the City of London Police (CoLP) since the last report submitted in September 2016, Pol 39-16.

Progress against the Force's action plan has continued and a safety maturity matrix has been created to support progression of safety risk management within CoLP. The existing action plan has been updated to include milestones that will support the Force as it advances its safety maturity. Progress and the introduction of new milestones will be incorporated into the action plan which runs for the period October 2017 to September 2020 for Members information the Force Action Plan 2014 – 2017 is attached at Appendix 1, the additional actions which will be added to this plan to cover the period 2017 -2020 are attached at Appendix 2.

Initial actions, which form key milestones, have been identified to support the introduction of this model including running a health and safety leadership workshop for senior managers within CoLP in line with recent mandatory requirements at the City of London Corporation. Other actions include health and safety training for managers and the introduction of an electronic accident and near miss reporting system.

Management of the Force's Top X risks continues, and in line with the Corporate Top X management process, during the course of the year risks that were escalated to the Force register have been mitigated to an acceptable level and subsequently removed from the Force register.

Wellbeing of employees is a growing area of importance for many organisations and is often linked with health and safety. The City of London Corporation has adopted this approach, and, during the course of this reporting year, the Force has extended the remit of the Force Health and Safety Committee to include Wellbeing. In addition, and in recognition of the growing importance of employee wellbeing the Force has appointed a Wellbeing Champion who is a Senior Leadership Team member and can provide a strategic link between the Senior Leadership Team and the network of health and wellbeing volunteers.

RECOMMENDATIONS

It is recommended that Members receive and note the contents of this report.

MAIN REPORT

Background

1. The City of London Police (CoLP) submits a report annually to your Committee on the progress made in applying Health and Safety policy and practice, and advises Members of any developments during the year.
2. The period covered by this report is from 1 April 2016 to 31 March 2017, although up-to-date information in some areas is provided for Members information.

Current Position

3. During the course of the past year changes have been made to the structure of the Force Health and Safety Committee. The membership of the committee has been extended to include the Force's Wellbeing Champion, a role that was introduced into the Force in early 2017. It is anticipated that the Wellbeing Champion will provide a strategic link between the health and wellbeing network of volunteers and the Force Health, Safety and Wellbeing Committee.
4. The Committee will continue to monitor the progression and effectiveness of the management of health and safety across the Force.
5. A wellbeing action plan was developed early in 2017 and the implementation of this action plan will be monitored at the Force Health, Safety and Wellbeing meeting.
6. The Force has a Health and Safety Action Plan which has been in place since 2014. The plan has been reviewed and amended to cover the period October 2017 – September 2020. It incorporates changes to support the progression of the Force's safety maturity model.
7. As is common in many industries, including other Police Forces, a health and safety maturity matrix has been developed and outlines the criteria needed to demonstrate various levels of safety maturity. It is based upon best practice from various industry sectors and, in particular, other Police Forces such as the Metropolitan Police Service.
8. According to the Health and Safety Executive (HSE) the use of such maturity models reflects an organisation's degree of readiness to tackle safety risks.
9. The maturity matrix will be used to progress safety cultural maturity within City of London Police; it will be used to provide a framework for development. A number of milestones are being incorporated into the

Force Action Plan to progress safety culture over the coming 3 years. However, full progress will take longer than 3 years and actions will be needed to continue this work beyond September 2020.

10. In addition, over the coming year work needs to be undertaken to thoroughly understand the health and safety risk profile of individual teams and directorate.
11. This will feed the Force-wide strategic, health and safety risk profile. This in turn will inform processes such as policy and guidance development, Top X and audit and assurance requirements.
12. This will be time consuming and will create a significant impact upon the workload of the Force's dedicated Health and Safety resource which consists of one person.
13. The Force Health and Safety Action Plan is designed to support Directorates in their management of health and safety. It reinforces the mechanism to escalate issues which cannot be resolved locally, or which have Force-wide implications, to the Force Health and Safety Committee and onward to Force Risk Assurance Group or the Corporation of London Corporate Health, Safety and Wellbeing Committee if deemed necessary.
14. The format of the current action plan will form the basis for the Force Health and Safety Action Plan for the period 2017-2020. However, it will be updated as the risk profiling work is undertaken to reflect the actions needed to progress the organisation's safety maturity. The additional actions are attached at Appendix 2 for members' information.
15. Oversight of the progression of the actions identified on the Action Plan will continue to be monitored by the Force Health, Safety and Wellbeing Committee.

Wellbeing

16. As described in the report to your committee in September 2016 the Force, through a network of volunteers, has set up a Health and Wellbeing network.
17. Earlier this year a Wellbeing Champion, who is part of the Force's Senior Leadership Team, was appointed.
18. The Wellbeing Champion will provide the strategic link between the voluntary Health and Wellbeing Network to Board meetings such as the Senior Leadership Team and Force Health, Safety and Wellbeing Committee.
19. To reflect the changes that are taking place regarding the importance of the wellbeing of staff and officers the Force's Health and Safety Committee now incorporates the strategic governance for wellbeing.

20. In recognition of this committee has been renamed the Force Health, Safety and Wellbeing Committee.
21. The Wellbeing Champion attends these meetings and provides an update on progress of wellbeing initiatives being ran in Force. Over time, it is anticipated that the effectiveness of these initiatives will be monitored at the Force Health, Safety and Wellbeing Committee.

Risk Management

22. Top X is the process for considering the top health and safety risks across the Force.
23. Formal reviews are held at the Force Health, Safety and Wellbeing Committee meetings on a quarterly basis. However, directorates are encouraged to amend their directorate level Top X registers as and when necessary, for example with the emergence of new risks.
24. These can then be monitored at directorate level and escalated to the Force Top X register.
25. For Members information the Force's current Top X risks are:

Custody – Training for some Custody Sergeants requires updating. Urgent training has been arranged and temporary measures initiated until a sufficient number of custody-trained sergeants skills have been updated. In addition, during November additional officers will attend custody sergeant training courses to provide further resilience.

- **Body Armour** – where delays were being experienced, for a number of reasons, in obtaining body armour. New processes have been introduced to reduce the time taken for new recruits to be measured up for their body armour and it is anticipated that this risk will be removed from the Force Top X register at the next meeting of the Force Health, Safety and Wellbeing Committee but will continue to be monitored at Directorate level and escalated if deemed necessary.
- **Fire safety** – Fire risk assessments for CoLP occupied buildings have recently been undertaken and some areas for improvement have been identified and passed to the Force's Facilities Management Team for consideration, where applicable, with the City Surveyors Department.

Training for all fire marshals is taking place during September. The arrangements for invacuations at all CoLP occupied buildings are being to be agreed between the Facilities Management Team and Information and Intelligence Directorate representatives who will organise

invacuation drills once finalised. Fire Safety will remain on the Force's Top X register for monitoring purposes until all actions are complete.

Force gyms – the need for controls around who can use the on-site Force gyms and actions related to this such as health checks and gym inductions and lone gym users have been identified as an area where some work is needed to mitigate identified risks. Progress is being made on the other areas where work is needs to be undertaken are being finalised such as who will deliver the gym inductions, access control doors and wall phones to summons help. Once agreement has been agreed a guidance document to support these processes and those delivering them will be produced.

Accident and Incident Reporting

26. Over the past 3 years the numbers of accidents and near miss reports have continually increased. During the 2016/17 reporting year it is noted that the number of reports of injury have gone down but the number of near misses has significantly increased.
27. A number of near miss reports (23) were raised in relation to vulnerability of Police Officers due to staffing levels on response teams.
28. The minimum strength numbers of response teams will be managed by the Assistant Commissioner and Commander Operations and Security at Senior Leadership Team level.
29. Other actions have been taken to address this including aligning Special Constables to bolster numbers, giving Inspectors the authority to backfill from Officers undertaking office duties.
30. There are no other specific trends related to the number of near miss reports.
31. The increase may be due to on-going promotion such as including accident and near miss reporting as part of the induction programme for new entrants to the City of London Police during the past year. This is in addition to ongoing promotion at Force and directorate level, of the importance of reporting accidents and near misses. Table 1, - Accident and Incident Data refers.

Table 1 – Accident and Incident Data

	2014- 20 15	2015- 20 16	2016- 20 17
Totals			
Police Officer	38	51	42
Police Staff	8	5	7
Others (including Agency workers, contractors and detainees)	3	4	4

Accident totals	49	60	53
Near Miss Totals	9	16	41
RIDDOR	2	4	3

32. During the reporting period the RIDDOR¹ reports to the Health and Safety Executive (HSE) comprised of one Police Officer who sustained a lower back injury following a bicycle training course this is classed as an 'over 7 day injury'. This type of incident becomes reportable where an employee is absent from work, or at work but unable to undertake their normal duties due to an injury at work for 7 consecutive days or more. The second involved a Police Officer who sustained a broken ankle whilst giving chase and the subsequent arrest of a suspect. The third reportable incident occurred when a member of the contract cleaning team broke a bone in her foot when something fell out of a cupboard causing the injury.
33. The HSE continue to carry out an investigation which is currently still live. Members should refer to the Non-Public Restricted Appendix 3 for further detail on this.
34. As reported last year the Force was looking into the possibility of moving it's accident and near miss reporting system to that which is used in other departments of the Corporation of London.
35. As a contingency measure, because this system is not used by any other Police Forces, other options to move CoLP from a paper-based accident and near miss reporting system were being considered. And, preliminary investigations into systems used by other Police Forces were being undertaken.
36. Following these investigations, it has been decide to incorporate the accident and near miss reporting system as a module on the HR/Origin system.
37. This will provide benefits in the collation and sharing of information within Force.
38. The introduction of the accident and near miss reporting modules is being progressed as part of the Integrated HR System Upgrade Programme.

¹ RIDDOR: the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013. Reportable incidents include fatalities to workers and non-workers, major injuries from a prescribed list including amputations, fractures (other than to fingers, thumbs and toes) and asphyxia. All workplace injuries that result in a worker being either absent from work, or, unable to undertake their normal duties for seven consecutive days or more. Non fatal accidents to non-workers where the non-worker is taken directly to hospital. Certain, specified occupational diseases. Dangerous occurrences from a list of 27 such as: the collapse, overturning or failure of load-bearing parts of lifts and lifting equipment.

39. The target implementation date is June 2018.

Force Health and Safety Action Plan 2014 – 2017

40. The current Force Health and Safety action plan commenced in November 2014, it is designed to support Directorates to manage risks locally and provide a defined escalation process for those risks which cannot be managed locally or have Force-wide implications. For members information a copy of the Action Plan is attached at Appendix 1.
41. There are 12 actions in the current Force Action Plan and each Directorate has an individual action plan which is aligned to individual, Directorate risks.
42. For members information table 2 below, provides an overview of the RAG status of actions over the past year.

Table 2 – Overview of Force Action Plan RAG Status

Number of actions currently rated as:	August 16	November 16	March 17	June 17
Red	0	0	1	0
Amber	6	7	5	4
Green	6	5	6	8
Total number of actions:	12	12	12	12

43. Five of the amber actions where further work is required relate to Planning and Arrangements whilst the remaining action relates to implementation. Progress on these actions appears to have slowed due to the Force restructure which ran into the beginning of 2016, and, over the past year progress has resumed.
44. These actions are being progressed and their status will be reviewed at the next Force Health and Safety Committee in October.
45. The action plan will be amended to cover the period October 2017 – September 2020 and will include the milestones identified to drive progression against the maturity matrix.

Training

46. The Force has an Induction Day Training course for all new entrants to City of London Police. This induction day includes a presentation on health and safety including information such as the importance of accidents and near miss reporting.
47. The Force is working to introduce a Management Development Programme. As part of this course there will be specific health and safety modules for managers on their responsibilities. It will include a separate in-depth session on risk assessments.
48. It is anticipated that the health and safety modules will be introduced in April 2018.
49. A health and safety leadership workshop will be run in City of London Police once work to scope out the Force's requirements has been completed. This is in line with recent changes to Corporation of London Mandatory Health and Safety training for senior management in all Chief Officer Teams.
50. Training is a key component to manage risks and being able to access individual training records is important for monitoring purposes. Improvements are being introduced to centralise driver and rider training including IT solutions to accurately record essential training.
51. The Learning & Development Team have introduced measures to increase output and rationalise the recording of driver records to become fully compliant with national Police standards.

Assurance

52. Each Department of the City of London Corporation is required to complete an Annual Certificate of Assurance covering the period 1st January – 31st December annually. The purpose of the report from Department Directors/Chief Officers to the Town Clerk is to provide assurance that the department has a health and safety management system and an assurance process.
53. In line with the Force's Top X risks, in particular, Fire Safety, improvements in the management of fire safety were identified.
54. Although CoLP is compliant with this assurance process. The provision of a more in-depth internal assurance and auditing programme by the Force's Head of Health and Safety continues to prove challenging due to workload demands.
55. Preliminary investigations into the viability of electronic systems which are used in other Police Forces to support the management of audits and assurance is currently being undertaken.

Recommendations

It is recommended that Members receive and note the contents of this report

Conclusion

56. Progress against the Force's action plan has continued and the existing plan has been updated to include milestone that will support the Force as it progresses its safety maturity.
57. Actions have been identified to support the introduction of this model including training for managers and a health and safety leadership workshop for Senior Managers within CoLP, in line with Corporation of London requirements. The introduction of an electronic accident and near miss reporting system and health and safety training modules for managers form other key milestones.
58. Management of the Force's Top X risks continues. In line with the Corporation of London's Top X management process, during the course of the year risks that were escalated to the Force register have been mitigated to an acceptable level and subsequently removed from the Force register although they will continue to be monitored at directorate level.

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