

Committee(s): Corporate Services Committee	Dated: 15 th May 2024
Subject: Health & Safety Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1,2,3,4,5,8,9,10,11,12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Greg Moore, Assistant Town Clerk	For Information
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Summary

The purpose of this report is to provide the Corporate Services Committee with a health and safety update for April. We have progressed completion with the recommendations in the Quadriga audit to 48% from 31% since last month. In April we completed the approval of the Corporate Health & Safety Policy (the Policy) and we have started communications on this. Work has also started to deliver some of the key changes, such as the Strategic Safety Board. We remain broadly on track with the work plan, a slight delay occurred due to the procurement of the Safe365 assurance platform and are running one month behind plan. Work was initiated this month on the digitisation of the Safety Management System and scoping the Health & Safety training programme. An initial training session for Members on Health & Safety Governance has been arranged for the month of May. The report also contains some live issues for noting.

Recommendation(s)

This paper is for information only.

Main Report

Background

1. The Health & Safety forward work plan for 2024 has now been initiated and will drive larger, core pieces of work that will refresh our Safety Management Framework and will close off the remainder of the findings from the external audit. Attached at **Appendix 1** is an updated tracker of the workstreams. This has been cross referenced with the work plan for clarity.
2. As a result of this workplan closure of the recommendations from the Quadriga report, (the Health & Safety review initiated by the Town Clerk) have progressed to 48% of actions complete, an increase of 17% from last month's figure of 31% of actions completed. Twelve actions are now complete. Twelve actions remain in flight and only one is yet to be started. The Policy's approval accounted for one action closure. The other two came by virtue of the assurance of the access into the counterweight bascule at Tower Bridge and completion the review of our Corporate Fire Safety Policy by the Corporate Health & Safety Team.

Current position

Health & safety policy

3. The Policy was approved last month. To kick off communication of this key document the team released a [video](#) to coincide with World Day for Health & Safety which takes place each year on 28 April. The day promotes the prevention of occupational accidents and diseases globally. This will be followed up with other change plans such as an article on the intranet for all and accountability letters, from the Town Clerk to all Senior Leaders identified in the Policy.
4. Officers held the final meeting of the Corporate Health & Safety Committee in its current iteration on the 30th April. The officer-led committee approved the Terms of Reference for the Strategic Safety Board, as created by the new Health & Safety Policy, and will hold the next meeting as the Strategic Safety Board on the 22nd July 2024. One observation was made around the title, both from the Unions and our Occupational Health team. They felt the word health should be included in the title, in order not to lose our focus on the psychosocial elements and wellbeing. Following a discussion agreement was reached and as such we plan to rename the group the Strategic Health & Safety Board, SHSB. This change reflects an explicit recommendation from the Quadriga review so brings us into greater alignment with best practice (see: recommendation 6, Appendix 1).

Strategic Workplan Progress

5. Along with the Policy we have reviewed the organisational arrangements for managing health & safety, typically referred to as the safety management framework (SMF). The SMF sets out how the organisation will manage safety and instructions to operate the safety management system (SMS). The team have started to plan the roll out which will deploy Department by Department and it is expected these reviews will take place from June. They will allow the framework to be fitted to each department to ensure they consider foundational pieces such as competency and resource reviews as well as ensuring they have the right governance structures locally to manage safety.
6. Our accident data is not currently reliable, which is a key driver to the system changes articulated later in this report. Currently, our most reported incident category is 'other'. Lag data, such as accidents are a poor measure of safety in any case. Numbers of reported accidents and injuries are relatively low in most organisations, because of this, accident statistics produce a low amount of data, and therefore a limited amount of information. They cannot reliably be used, on their own, to measure our health and safety performance so other lead data safety performance metrics will also be defined as we progress this work.
7. In order to help with this, work has commenced on the digitisation of the Safety Management System. The Incident reporting and investigation module will be tackled first. This will fix the interim emergency measures implemented in December 2022. This improvement will allow us to better assure the data, capture more accurate data and generate better insights, for example, by streamlining our incident categorisation. The system will be also able to track actions until completion and escalate non-completed actions to leaders, a system limitation of our current system.
8. Using accident performance data can be useful to drive positive performance, for example, looking at the time taken from an incident taking place to the time it is reported. We do currently track this; our data tells us that in March only 40% of incidents were reported on the day of the accident occurring. 60% of incidents are reported later, 20% the next day, 14% two days later, 6% three days later and 16% between 5 and 10 days later with finally

4% being reported more than 10 days later. Our current standard for reporting and investigation is set at 21 days, which is too long.

9. Metrics such as the completion of incident investigation behaviours i.e. investigation close out, are critical to be able to shape a positive culture of trustworthy leadership, ownership and demonstrating care. Critically too, ensuring the system supports us to meet any statutory deadlines for reporting, such as created under RIDDOR (Reporting of Injuries Diseases & Dangerous Occurrences Regulations), which is usually 10 days for most incidents or immediate in the case of a fatality, sets us up for potential failures to report in time. Our safety management framework will set a standard which we will then set and track as a performance measure.
10. Officers have also started to scope the Health & Safety training programme and have met with accredited IIRSM (International Institute of Risk and Safety Management / IOSH (Institute of Occupational Safety & Health) providers to create the content. The health & safety for governance training, aimed at Members, has been folded into the Members learning & development programme. The first session will be delivered on the 17th May. In future, it is our intent to align this as an induction item for all newly-elected Members, as part of the broader Member Development and Induction Programme.
11. We remain broadly on track with the strategic work plan. The main delay has been with the procurement of the Safe365 assurance tool. This was, however, resolved at the end of April. It is anticipated that we will make our target of 44 audits by August 2024, despite being a month behind plan as a consequence of these procurement issues.

Incidents of note

12. In order to provide the Committee with a flavour of the range of Health & Safety risks across the organisation, and how the approach to mitigating and managing these is being improved, in these regular reports we intend to outline a selection of notable incidents in each update, for information.
13. A cable strike occurred at Giffords Wood, Epping. Breaking ground operations were undertaken without the correct control processes applied, this resulted in a cable strike, accidentally striking live electricity cables underground. Cable strikes carry the potential for fatal incident. In this case, that might have easily occurred had the cables been penetrated by the digger, rather than simply having been pushed down upon.
14. A mature tree at the City Cemetery and Crematorium fell over in high wind on the 15th April. This was a major event with potential for serious injury, however, as it fell it fell into one of the turrets from the Grade 2 listed chapel in the Crematorium. This event was reported as a near miss, an incorrect classification, as damage did take place to the chapel.
15. The central Health & Safety team are now in an active position to monitor and oversee these. Moving into a proactive support role and ensuring that lessons are learnt and operationalised, something that was not taking place regularly six months ago. The digitisation of our incident reporting system and setting clearer standards in the SMF will further enhance this.

Live Issues

16. In order to aid Committee in tracking progress of key safety risk management programmes across the organisation, we will include key ones in these reports.

Power Substation risk

17. The fire in February 2024 in a UKPN (UK Power Networks) substation at the Central Criminal Court, prompted a review of where other sub stations were located and what risk they posed. A working group has been set up to coordinate the progression of fire safety for substations on Corporation property. This group is chaired by the City Surveyor and will identify all substations, confirm lease agreements, maintenance responsibilities and fire safety arrangements to ensure our properties remain safe and risk of fire reduced. The Corporate Health & Safety team has made contacts with UKPN, who will work with us to achieve this. The group has commenced its information gathering phase.

Building Safety Case

18. One of the new responsibilities is the requirement to produce and maintain a BSC (Building Safety Case) report. The new building safety regulator is now able to call these in for review. Organisationally, we are lagging with progressing these BSCs. At the beginning of March, we set up a working group to ensure we are actively driving and tracking the safety cases through to completion. The Department of Community and Children's Services, specifically housing, have taken on two additional resources to address this workload and progress the 34 buildings, we have still to complete.

19. Our H&S objectives and key results for the Safety function this year 2024 are included below as a reminder.

Objectives	Key Results
1. Develop the Safety Management Framework and align to City of London Corporation by EOY 2024	1.1 Complete initial draft of the Safety Management Framework by June 2024. 1.2 Obtain feedback from relevant stakeholders and incorporate necessary revisions by September 2024. 1.3 Finalise and roll out the Safety Management Framework with City of London Corporation by December 2024.
2. Digitise our Safety Management System and approach to assurance by building a Safety Portal on COLNET by July 2024	2.1 Assess existing systems and requirements for digitisation by April 2024. 2.2 Develop and launch a BETA version of the Safety Portal on COLNET by June 2024. 2.3 Complete testing and debugging, ensuring full functionality by July 2024. 2.4 Procure Safe365 Assurance tool by May 2024 2.5 Complete Safe365 audits across 55 Risk Profiles by August 2024
3. Design and deploy a bespoke IOSH/IIRSM accredited managing safely and leading safely course for the CoL by October 2024	3.1 H&S governance update session for Directors & Members by June 2024 3.2 Develop course curriculum and materials by August 2024. 3.3 Pilot the course with a select group of leaders and gather feedback by September 2024. 3.4 Refine the course based on feedback and deploy it across the City of London Corporation by October 2024.
4. Develop a performance reporting mechanism for SLT and CSC by April 2024	4.1 Identify key performance indicators (KPIs) for safety management by April 2024. 4.2 Develop a reporting framework, cadence, and report template to feedback safety performance to leadership by April 2024.

	4.3 Implement the performance reporting mechanism and push down into Departments by August 2024.
5. Raise profile of Health & Safety amongst City of London Colleagues in 2024	<p>5.1 Launch a health & safety communications campaign to increase awareness of health and safety by April 2024.</p> <p>5.2 Organise workshops (future strategy) sessions to canvass colleagues on their perceptions of safety and gather data for medium to long term strategy by June 2024.</p> <p>5.3 Measure and evaluate the effectiveness of the awareness campaign and target improvement measures for 2025.</p>

An updated Roadmap and Timeline is included with **Appendix 1**.

Corporate & Strategic Implications

Strategic implications – None at this stage

Financial implications – None at this stage

Resource implications – None at this stage.

Legal implications – None at this stage.

Risk implications – None at this stage.

Equalities implications – None at this stage.

Climate implications – None at this stage.

Security implications – None at this stage.

Conclusion

20. Good progress is being made against the Quadriga recommendations and our work plan. The outlined initiatives reflect a progressive commitment towards reinforcing health and safety practices, underpinned by a strategic roadmap that is prioritising accountability and continuous improvement. The digitisation work has started, which will be a key facilitator for data to be analysed for insights, used to create performance metrics that drive safety performance and provide better oversight.

21. Members are asked to note the report for information.

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Appendices

Appendix 1 – Quadriga Action tracker and Roadmap