

<b>Committee(s):</b> Corporate Services Committee	<b>Date:</b> 27 November 2024
<b>Subject: Health &amp; Safety Update</b>	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>1,2,3,4,5,8,9,10,11,12</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Greg Moore, Deputy Town Clerk	<b>For information</b>
<b>Report author:</b> Oliver Sanandres, Director of Health & Safety and Head of Profession	

### **Summary**

This report provides the Corporate Services Committee with a regular health and safety update.

A more comprehensive report is scheduled for your January meeting which will detail the outcomes and relevant implications of the recent Grenfell Tower Inquiry. Much activity has been undertaken over the recent period to understand the findings and the relevant steps that the City Corporation should take to apply learning to its own arrangements.

The report also draws Members' attention to progress made in closing the Quadriga independent review recommendations, highlights key elements of forthcoming activity, and provides updates of note which Members will wish to be aware of.

### **Recommendation(s)**

Note the report for information only.

## Main Report

### Background

1. Since December 2023, following an external review by Quadriga of our Health & Safety arrangements, the Corporate Services Committee has received an update at each meeting outlining key areas of activity and progress made in addressing gaps identified through the review.
2. The report delivered 25 recommendations. To date 16 of the recommendation have been closed, that's 64%. Four major recommendations, core structural processes will be closed by the approval of our Health & Safety framework, this will bring us to 80% completion. They are:
  - i. For the higher risk areas of the Corporation, including the Barbican and Markets, a minimum standard in terms of numbers and qualifications of health and safety advisers should be established
  - ii. The IOSH (Institution of Occupational Safety and Health) approved Managing Safely training introduced for managers needs to also relate to the Corporation's policies and procedures. It is recommended that the current programme is extended by at least half a day to provide a session on these aspects.
  - iii. A programme of relevant health and safety training both for Members and Senior Management and Directors should be introduced. For Senior Management and Directors, the one-day IOSH approved Safety for Executives and Directors would be appropriate. For Members, either this course or a bespoke two-to-three-hour programme would be appropriate.
  - iv. A centrally based software system which can allow the recording and monitoring for risk assessments, the monitoring of close out of actions on risk assessments, employee health and safety training records so that outstanding training can be identified, and accident reporting should be introduced.
3. The remaining 20% (four) recommendations: two are HR linked i.e. Ambition25 and Occupational Health resource review. The remaining two include a review of Contractor Management and Construction (Design Management) Regulations 2015 procedures, and a review of the property management processes across the City of London Corporation. Once these have been closed own Quadriga will be brought back in to do a further external assurance review. These are on track to be delivered by April.

### Health & Safety Framework

4. The new framework document will apply to all Departments and Institutions of the City of London Corporation. It clearly sets out the mechanisms for which we are centrally responsible for and gives clear direction to Departments & Institutions as to what is required Locally. By way of example: Our Health & Safety Policy expects that locally departments will implement 'Local Arrangements' for the Management of Safety. One of these key arrangements is setting roles & responsibilities. Data from our Safe365 assessment shows that only 48% of areas assessed had clearly documented roles & responsibilities for the management of health & safety, see Table 1 below.

**Table 1**

MODULE	ELEMENT	COL Average
Health & Safety Management System	Roles & Responsibilities	48.0%

5. More than 50% of departments assessed were non-compliant with this requirement of our own policy. This framework will drive the good practice set into our Corporate Health & Safety Policy creating a clear standard to be achieved by each Department & Institution. With regards to how it will close this gap it sets a requirement for a 'local health & safety charter', a document within which roles and responsibilities will be clearly documented at each Departmental and Institutional level. The frameworks resources offer a template and the corporate assurance framework will track the action completion during the new annual audit cycle established by our assurance audits.
6. Leadership is not just about managing tasks; it's about shaping culture. At the heart of any thriving organisation lies a commitment to its people. This safety framework stands as a vital component of that commitment made in our People Strategy. As leaders, the responsibility to foster this culture is ours to own. Leaders must understand the expectations, embody the values and actively champion the principles that support the well-being of our teams. Safety isn't just a checklist or a policy; it's a reflection of the care and diligence we apply in every decision and action. To 'kick start' this culture we have identified and aligned a new training program under the HR PMP (People Managers Programme). ESM (Everyday Safety Management) course will be mandated for all people leaders below ELB. By integrating health and safety into our leadership practices through clear expectations, proper training, and mutual accountability we will cultivate an environment where trust, collaboration and excellence can flourish. Tone starts at the top, and by the day of your committee meeting on the 27<sup>th</sup> of November we will have also trained all our Executive Leadership Board in how to lead on this key organisational risk.
7. On the 9<sup>th</sup> of December the Health & Safety Team will hold a launch event to create more awareness, engagement and understanding and signal the start of a proactive approach to Health & Safety.

#### **Updates of note**

8. **Building Safety Case**  
All three towers on the Barbican Estate (Lauderdale, Shakespeare and Cromwell) have been submitted to the building safety regulator. All were done before the statutory deadline, and we have since held our first ever resident engagement strategy focus group at the Barbican. This took place on the 5<sup>th</sup> of November which was well attended and received. DCCS has a timeline for completion of all other blocks ending in Summer 2025 for the Barbican Estate.
9. **Organisational Behaviour**  
One of the cornerstone behaviours of a good culture is engagement and reporting, last week during a standard clean-up operation a team from City Gardens noticed a large slab of concrete cladding from the West Wing was not sat correctly. The gardening team communicated this through the correct channels and enabled an immediate response from the City Surveyors. The location was not on the public highway/street, but in an area to the rear of west wing (grass and tree) and adjacent to the Member Car Park. This area has now been cordoned off. City Surveyor officers prioritised works and brought structural engineers to attend the site. They will also do a proactive and preventative survey of other West Wing areas. As the west wing is a High Risk Building under the new Building Safety Act, we will be notifying the Building Safety Regulator and was reported to Corporate H&S as per the new procedure.
10. **LFB visit to Estates**  
Last week a routine, but unplanned inspection was made by LFB to our York Way Estate. Unfortunately, the officer they met on site did not facilitate the LFB as expected and as such a complaint was registered with our team. We have immediately sent round

information locally to all custodians of our properties to ensure that our approach of openness and collaboration with the enforcement authorities is followed. The Corporate H&S team has also identified an opportunity for establishing this knowledge better and have proposed the addition of a video on this topic to the Corporate Health & Safety Induction.

### **Corporate & Strategic Implications**

- 11. **Strategic implications** – None at this stage.
- 12. **Financial implications** – None at this stage.
- 13. **Resource implications** – None at this stage.
- 14. **Legal implications** – None at this stage.
- 15. **Risk implications** – None at this stage.
- 16. **Equalities implications** – None at this stage.
- 17. **Climate implications** – None at this stage.
- 18. **Security implications** – None at this stage.

### **Conclusion**

- 19. Significant progress has been made since the Quadriga review, with 64% of recommendations closed and a clear path to achieving 80% completion upon approval of the Health & Safety Framework. We remain on track to close the remaining recommendations of the Quadriga review by April and will invite Quadriga for an external assurance review on completion of the work. Cultural tone starts at the top, and with the current momentum, we are set to achieve sustainable improvements in health and safety across the organisation.

### **Recommendation(s)**

- 20. Note the report for information only.

### **Oli Sanandres**

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