

City of London Corporation Committee Report

Committee(s): Corporate Services Committee – For Information	Dated: 18 th June 2025
Subject: Health & Safety Update	Public report: For Information
This proposal: <ul style="list-style-type: none">• delivers Corporate Plan 2024-29 outcomes• provides statutory duties• provides business enabling functions	Diverse Engaged Communities Leading Sustainable Environment Vibrant Thriving Destination Providing Excellent Services Flourishing Public Spaces Health & Safety at Work Act 1974 People Strategy
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£
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, Deputy Town Clerk
Report author:	Oli Sanandres, Director of Health & Safety

Summary

This report provides the Corporate Services Committee with the regular health and safety update. Since the last reporting period in May, the team has progressed the Quadriga report and begun the rollout of the Everyday Safety Management (ESM) programme. Launched in June as scheduled, the programme introduces a manager safety induction aligned to the HR People Managers Programme. It aims to clearly communicate expectations around safety risk management to all people leaders. Additionally, the Health & Safety (H&S) team has initiated a new project to modernise the organisation's approach to measuring health and safety performance, with the goal of providing meaningful and actionable management information (MI).

Recommendation(s)

Members are asked to: Note the report.

Main Report

Background

1. Following Quadriga's external review 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 the gaps the Quadriga review identified. The actions resulting from this external audit have now been fully closed out.

Current Position Quadriga

2. To date 24 of the 25 recommendations have been closed, that's 96%. An increase in 4% from the last reporting period. The Every Day Safety Management (ESM) course commenced roll out on Monday 9th June. The work has been completed to close off the remaining action, but as the action belongs to a broader corporate programme, Ambition 25, this recommendation will only be marked closed when rolled out.
3. **Recommendation 7 - It is recommended that job descriptions for managers include specific responsibilities for health and safety relevant to their role.**
Ambition 25 work has included a review of health & safety responsibilities across various job roles, including provision for a health and safety career pathway to provide clear alignment to technical and skill-based competency criteria.
4. **Recommendation 8 - The IOSH 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. This training could be provided by relevant members of the corporate health and safety team. This will enable managers to relate the principles discussed in the training to the actual practical procedures of the corporation.** Following the successful transformation bid which resourced this programme this training has gone live. All departments and institutions will be expected to complete this training. The programme will over the next year and half train all people leaders, (1125 pax approx.), on the set expectations, systems and procedures in place to support our transition from a reactive safety culture to a proactive one.
5. Quadriga have been re-engaged to provide external independent assurance of closure of these items. A date is still to be confirmed.

Key Updates

6. **Measuring Health & Safety Performance (H&S Metrics)**
This month the team has initiated a major piece of work relating to Health & Safety Metrics. This work will eventually integrate and align with a broader Management Information (MI) & Data Projects currently in progress. Initial workshops with key areas including Human Resources, Chamberlains, and Corporate Performance have already been held. It is being conducted in a way that all areas will be able to contribute meaningfully so we can identify valuable safety data points, whether operational, risk, or cost related. Our goal is to uncover and utilise as much of this data as possible. It is hoped that this work will allow us to begin templating some basic dashboards to present meaningful risk information to executives and committees.

Traditional safety metrics such as Lost Time Injury Rate (LTIR) have long been used to monitor health and safety performance. However, modern safety science and Human and Organisational Performance (HOP) challenge their continued relevance. We seek to evolve our approach to measuring what truly reflects system health and resilience.

Key Limitations of Traditional Metrics

- Lagging indicators that only reflect harm after it occurs.
- Can be misleading, low injury rates do not necessarily mean a safe system.
- May discourage reporting or focus attention on minor incidents rather than serious risks.

Modern Safety Thinking

A shift in focus:

From	To
Counting absence of harm	Measuring presence of capacity
Work-as-imagined	Work-as-done
Blame and compliance	Learning and system improvement
Outcome focus	Process and resilience focus

Strategic Importance to Committee

Modern safety metrics will provide operational leaders with clearer visibility into latent risks and how systems are truly performing, beyond surface-level indicators. They enhance understanding of the organisation’s resilience its ability to adapt, recover, and learn from operational variability and disruption. This shift supports the development of a culture grounded in trust, openness, and continuous learning, rather than one focused solely on compliance or blame. By adopting more meaningful measures, the committee can strengthen its oversight, due diligence, and governance responsibilities, ensuring that safety performance reflects actual conditions and the organisation’s capacity to manage risk effectively.

Boards play a key role in shaping organisational safety culture and strategic risk management. Shifting the focus from injury rates to learning, capacity, and resilience better supports long-term performance, trust, and safety. Attached, at Appendix 1 members will find a summary of the project for reference.

Corporate & Strategic Implications

7. **Strategic implications** – Health and Safety is a critical piece of the People Strategy and will ensure we are delivering the Corporate Plan in sustainable manner.
8. **Financial implications** – None at this stage
9. **Resource implications** – None at this stage
10. **Legal implications** – None at this stage
11. **Risk implications** – None at this stage
12. **Equalities implications** – None at this stage
13. **Climate implications** – None at this stage
14. **Security implications** – None at this stage

Conclusion

15. The Health & Safety team has made significant progress in addressing the recommendations from Quadriga's external review, with 96% of actions now completed, reaching 100% once Ambition 25 is rolled out. Quadriga will be re-engaged to provide independent assurance of closure with these items.
16. The new Management information work will mark a strategic shift in how we think about and measure safety. By moving beyond traditional lagging indicators and embracing modern, capacity-focused metrics, we aim to provide our operational leaders, executives and committees with deeper, more actionable insight into operational risk and system resilience. This approach not only supports stronger governance but also reinforces a culture of transparency, adaptability, and continuous improvement. As the project progresses, the development of integrated dashboards will play a key role in presenting meaningful, forward-looking information that supports informed decision-making at the highest levels.
17. Members are asked to note the report.
18. **Appendices**
 - Appendix 1 - H&S Metrics Project

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Appendix 1 – H&S Metrics Project

CoLC's Health & Safety Function is undertaking a data transformation project. **Departmental/Functional Leaders** are asked for their support.

A **digital survey** provides key insights for the overall project aspirations:

- Aspiration**
- Purpose: Develop a CoLC dashboard for defined H&S (K)PI insights.
 - Vision: Leverage this dashboard to empower (K)PI outputs & outcomes.

- Strategic objectives**
- CoLC is working with Simple Foundry across 3 phases of objectives to achieve a Corporation-wide Health and Safety (K)PI dashboard.
 - The creation of specific departmental insights sits in Discovery.

- Strategic initiatives**
- A digital survey, targeted at as many Supervisors and Managers as possible, across the Corporation.
 - The anonymized survey responses will provide the appropriate information on: data transformation readiness, desired (K)PI's for presenting Functional H&S performance, and CoLC H&S awareness.

- Enablers**
- Departmental/Functional Leaders are asked to share and promote the digital survey with the Supervisors and Managers in their teams.
 - They are also asked to allow them ample time to complete the digital survey (expected to take 10 minutes, maximum, to complete).

- Foundation**
- City of London Corporation's values underpin and align to this survey, with the outcomes being used to champion accountability, and engaging with internal stakeholders to promote inclusivity and foster respect through engaging with, and actioning, their insights.

