

Committee:	Date:
Police: Performance and Resource Management Sub Committee	26 th February 2014
Subject: City of London Police- Health and Safety Management Performance Update	Public
Report of: Commissioner of Police Pol 07/14	For Information

Summary

This interim report advises Members of progress made in developing and applying Health and Safety policy throughout the Force since the previous report submitted to your Grand Committee in September 2013 (Pol 44/13 refers). Progress is considered under the headings of, Health & Safety Policy and Organisation; The three-year Strategic Plan; Risk management; Managing performance and audit.

The Commissioner is responsible for Force Health and Safety. The delivery of Health and Safety has been delegated to the Director of Corporate Services as Force Lead. All Directorates have integrated Health and Safety (H&S) into their management structures and systems.

The Force continues to work towards delivering its current three year strategic Health and Safety Plan 2011-14 which comprises 42 actions. The plan shows the position at the end of August 2013 (as previously reported to Committee) and an update as at mid-January 2014 - Appendix 1. The emphasis of the current three year plan is on the monitoring and review of the Directorate and Force management in this area.

The performance report submitted to the September meeting, advised that of the 42 actions the RAG status was 3 (red); 13 (amber) 25 (green) and 1 white. This report advises on the improvements in performance with the current position for the 42 actions now recorded as being; nil (red); 4 (amber) and 38 (green).

A key indicator in Health and Safety performance is how organisations manage their risks. Significant progress has been made in bringing the Force's Health and Safety review of top risks, Top X, up-to-date. The results have been forwarded to the Town Clerk for inclusion in the Corporation's Top X. In addition a quarterly review of the Force Top X actions will be monitored by the Force Health and Safety Committee and the Force Risk Assurance Group for escalation of any significant risks.

The introduction of formal review and monitoring of CoLP's Top X by 2 of the Force's strategic committees (Risk Assurance Group and Force Health and Safety Committee) demonstrates senior management's commitment to continual

improvement in the way it manages Health and Safety.

Monitoring of the City of London Police (CoLP) Health and Safety management is through the completion of the Annual Certificate of Assurance (ACA) which identifies the top level strengths and weaknesses in the Health and Safety management systems. The findings are used in the planning for Health and Safety management for the forthcoming year.

The Annual Certificate of Assurance (ACA) was presented to CoLP's Senior Management Board (SMB) in December where it was approved and signed off by the Commissioner. The ACA has been forwarded to the Town Clerk to provide assurance that CoLP has a Health and Safety management system and assurance process in place.

Work to raise the profile of Health and Safety and to incorporate and integrate it into other Force-wide groups is on-going.

Recommendation

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

Main Report

Background

1. The City of London Police (CoLP) annually submits a report to your Committee detailing progress made in applying Health and Safety policy and practice, and advises Members of any developments during the year. This report is an interim report to update Members of the progress that has been made since the last report considered in September 2013. The review period of this report covers the period 1st September to 31st December 2013. However, for information purposes some details of current performance are given so that progress against the Force Action Plan can be monitored.

Current Position

Health and Safety Policy and Organisation

2. The CoLP Health and Safety Policy and associated Standard Operating Procedures provide a framework for promoting continuous improvement in the management of Health and Safety.
3. The Commissioner is ultimately responsible for Force Health and Safety performance. He has appointed the Director of Corporate Services (DoCS) as

the chief lead officer for Health and Safety and it is DoCS who chairs the Force Health and Safety Committee. The Heads of Directorates are responsible for the effective management of Health and Safety within their own business areas, and are assisted in this key role by Safety Coordinators, supported by the Head of Health and Safety.

4. All Directorates have integrated Health and Safety as part of their management systems and all Directorates have developed a dedicated intranet site for Directorate Health and Safety information on their own pages. This demonstrates their commitment to Health and Safety and provides a dedicated channel for communication of Directorate specific Health and Safety matters to staff.
5. As reported in September Corporate Services and Uniformed Policing Directorate health and safety pages were under development. Both these Directorates have now established websites that include health and safety pages.
6. As part of City First remodelling and changes within HR Services, the Health, Safety and Welfare Team has been reorganised. Since the beginning of 2014 the Welfare Team now forms part of the Occupational Health Shared Service with the City of London. As part of this reorganisation, and in order to maintain its commitment to Health & Safety, a full time dedicate Health and Safety post has been created and is, at the time of writing this report, out to recruitment.

Three Year Strategic Health & Safety Plan 2011-14

7. The Force three-year Strategic Health and Safety Plan commenced in October 2011 and concentrates on monitoring and review for continuous improvement. There are 42 actions within the plan to be reviewed in order to achieve improvement.
8. A review of the Force Action Plan against that submitted in September shows significant improvement in its overall monitoring and review of progress.
9. Appendix 1 –Health & Safety Action Plan Review – January 2014 provides a comparison of the current position for actions against the position as at August 2013 and provides information on the progress for each specific action.
10. Exploratory work to improve the way accident and near miss data is collected and recorded progresses. The Force Health and Safety Committee agreed that the Duty Management System (DMS) should be investigated as a possible solution.

Risk Management

11. 'Top X' is the process of identifying significant health and safety risks within the Force and highlighting these risks to senior management so that action plans can be put in place to mitigate the risks. It is also a requirement of the Corporation's business planning process.

12. All Directorates complete a 'Top Risks' (Top X) review every October which forms the basis of a composite Force report submitted to the Town Clerk. It is the responsibility of each Directorate to ensure that these are reviewed and updated as required.
13. The Force Top X was submitted to the Town Clerk at the beginning of December 2013. In addition, a Top X Action Plan has been compiled and this will be monitored quarterly by the Force's Health and Safety Committee.
14. The risks identified on the Top X register are a key indicator of the work that is being undertaken to draw up a Health and Safety assurance schedule.
15. The top risks identified fall into 3 distinct areas; property/building management related, Operational Policing Risks and Force-wide risks to all employees along with some other groups such as contractors and detainees in our custody.
16. Before submission to the Town Clerk the Top X report was presented to the Force's Risk Assurance Group. Having reviewed the Top X the Force Risk Assurance Group is considering escalating the Management of Fire Safety on to the Force Risk Register. This is pending a review of progress at the next Risk Assurance Group meeting in February. Since Top X was presented to the Force Risk Assurance Group and the Town Clerk some of the actions identified have already been completed, or are in the process of being completed such as a Fire Marshal training course which will take place in February.
17. Management of the actions needed to reduce the top risks has been compiled into an action plan. Progress against the action plan will be monitored quarterly through the Force Health and Safety Committee and also by the Risk Assurance Group. Any new significant risks will be considered and added to Top X if necessary. A number of actions identified in respect of Fire Safety have already been undertaken and updated in plan.
18. In 2011 the top risk identified was radio reception failure around Liverpool Street Station. Following immediate changes to operational practices put in place to mitigate identified risks, in September 2013 improvement work was carried out at the AirWave site at Liverpool Street to effect a permanent solution. This work was completed in October. Airwave was left on Top X for monitoring purposes whilst the work was being undertaken. It is no longer considered a top risk for the Force and therefore, has been removed from the Top X register.

Managing Performance and Audit

19. Completion of the Annual Certificate of Assurance demonstrates the Force's commitment to Health and Safety. It is a top level review of our Health and Safety management systems and its completion helps identify Force-wide

strengths and weaknesses, which, in turn, contribute to Health and Safety business planning for the forthcoming year.

20. The current Annual Certificate of Assurance has been completed and was presented to the Force's SMB in December which recommended that The Commissioner sign the Certificate. Following approval and sign-off, the Annual Certificate of Assurance was forwarded to the Town Clerk's department at the beginning of January 2014.
21. Areas for improvement identified for the coming year include a review of health and safety policy and guidance documents, training review and improvements to the accident and incident reporting system. These actions have been included in the Force Health and Safety Action Plan.
22. Some gaps in the management of fire safety, such as the need for more fire marshals, has been identified and work is being undertaken to mitigate the identified risks.
23. The Force is able to demonstrate that it monitors its Health and Safety performance and satisfies legal requirements. Regular Health and Safety meetings are held at Directorate level. Furthermore, Health and Safety is a standing agenda item at Directorate Senior Management Team (SMT) meetings. A number of strategic Force meetings also consider Health & Safety performance and requirements in addition to the central Force Health & Safety Committee including Performance Management Group (PMG), Risk Assurance Group and going forward the Force Business Continuity Group.
24. Monitoring of performance at Health and Safety meetings includes formal review of the Force and / or Directorate Health and Safety Action Plans, accident and incident statistics and risks to both current and future work and operations and legislative changes. These reviews help identify where the need for changes in areas where there may be weaknesses along with highlighting areas of good practice that can be shared with other areas within the Force. This is a key element in any successful Health and Safety management system.
25. Furthermore, a new sampling and audit programme is to be introduced that will monitor performance and provide assurance throughout the year. The results of which will feed into The Force's Annual Certificate of Assurance in December 2014 and beyond. Details of the sampling and audit programme will be presented to the Force's Health and Safety Committee in April.
26. Although no longer a designated Special Interest Area (SIA) within Police Committee, Mr Don Randall has retained an interest in this area and is provided with Force Health & Safety Committee papers and attends meeting when available.

Conclusion

27. Since the last report to your Committee in September 2013 work has been undertaken for Force wide reviews of Top Risks and the Annual Certificate of

Assurance. These key pieces of work are fundamental to the Health and Safety business planning process for 2014. Arising actions will be monitored through the Force's Health and Safety Committee.

28. Improvements in risk management are evident. Review of the Force's Top X will be carried out by both the Health and Safety Committee and the Force Risk Assurance Group quarterly. Steady progress against the Force's Health and Safety Action Plan targets continue. Areas for improvement have been identified and actions are being taken to address these areas.
29. The Force is able to demonstrate that it is monitoring and meeting its legal requirements. Work has begun to introduce an intrusive assurance programme. The current three year health and safety action plan concludes in October. A new three year plan will be developed during the course of the year for presentation to CoLP's Health and Safety Committee in July with subsequent updates to Committee via the annual H&S report. This will consolidate the improvements already made and continue to focus on those areas where further requirements for improvements have already been identified.
30. The CoLP remains committed to health and safety and is currently in the process of recruiting a permanent dedicated Health & Safety Manager who will ensure that the Force continues to aim to comply with the law and provide and maintain a work environment that is safe and without risk to health for all officers, staff, contractors and others who may be affected by our activities.

Nicola Scoon
Head of Occupational Health, Safety and Welfare
T: 0207 601 2288
E: nicola.scoon@city-of-london.pnn.police.uk

Appendices:

Appendix 1 - **H&S Action Plan Review January 2014**

Background Papers:

POL 44/13 City of London Police – Health and Safety Management Performance
Annual Update