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PART ONE

Item 05

To: Joint Audit Committee

Date: 27th July 2017

By: Matthew Green, Head of Health and Safety Service.

Title: Overview of Health and Safety Management Arrangements in Surrey Police and Update on Turner and Townsend Recommendations.

Purpose of Report/Issue: Provides an overview of how health and safety is managed within Surrey Police and gives an update on meeting the Turner and Townsend recommendations.

Recommendation(s) -

- The Health and Safety Service provide the Audit Committee with an update every six months on the roll out of the health and safety management system which includes headline safety incident statistics.
-

Equalities / Human Rights Implications – None arising.

Risk- As discussed in the report.

Background papers - None

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1. Summary

- 1.1. This report provides an overview of how health and safety risk is managed within Surrey Police, including background information on the Health and Safety Service.
- 1.2. The Health and Safety Service is a collaborated service, consisting of 5.6 Full Time FTE across both Surrey and Sussex Police (1.6 FTE are employees who administer the accident reporting system). The service was significantly restructured in 2014/15, collaborated and downsized.
- 1.3. Services provided by the Health and Safety Service extend to the safety of police officers, staff, police staff with police powers and any other person affected by police activity. It is an extensive remit of significant complexity, ranging from firearms safety, custody and police operations.
- 1.4. Services offered include:
 - a. The provision of an accident / safety incident reporting service, which enables the Force to comply with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations. (This includes injuries to detainees and members of the public affected by Police activity).
 - b. Serious safety incident investigation.
 - c. Provision of specialist advice on complying with health and safety law.
 - d. The development, implementation and maintenance of a health and safety management system.
 - e. Workplace safety inspections.
 - f. Representation at various Force meetings to provide advice on the application and compliance with health and safety law.
 - g. Liaison with health and safety enforcement authorities (fire brigade and Health and Safety Executive).
 - h. Implementation of the Health and Safety Policy and Arrangements.
 - i. Employee consultation with the Police Federation and Unison on health and safety matters.
- 1.4. Key to how health and safety is managed is the Health and Safety Policy and Arrangements. A copy can be found as Appendix 1. The policy outlines roles and responsibilities for the management of health and safety, so all duty holders are clear about what is expected of them. It also identifies how health and safety is managed across both Forces.
- 1.5. Governance of health and safety matters rests with the Strategic Health and Safety Board, chaired in rotation by the Deputy Chief Constables of Surrey and Sussex Police. The Board meets three times a year.

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2. Turner and Townsend Audit Review update

- 2.1. The findings of the Turner and Townsend safety review were shared with the Audit Committee in March 2017. The principle means of complying with the findings of the review was the development and introduction of a new safety management system, which is described in this paper.
- 2.2. However, there are a number of actions that sit outside the introduction of a new safety management system and an update is provided on these below.
 - a. ***'The hours worked by the PCSO's is to be monitored to ensure that neither Surrey nor Sussex Police are in breach of the Working Time Regulations'*** – The ERP project will introduce a booking on and off system in Surrey for the first time, allowing hours to be accurately monitored.
 - b. ***'Asset register is created for all buildings; plant and equipment which fall under the JTS so statutory compliance and maintenance requirements can be determined and accurately managed.'*** – All JTS sites have been audited for health and safety arrangements. It has been reported that an asset register is in place but this needs to be audited.
 - c. ***Professional health & safety person is employed to provide health & safety support to the Sussex Estates Department and the Joint Transport Service*** – This recommendation was originally rejected. However it appears that the level of support required is greater than the Health and Safety Service was originally designed to deliver. Discussions are ongoing with Surrey and Sussex Estates and JTS to create a new post dedicated to these departments.
 - d. ***Analyse health and safety accident and incident data from the range of contractors employed across the organisation*** – This action would be incorporated within the new post being considered for Estates and JTS who appoint and manage the majority of contractors.

3. The Health and Safety Management System

- 3.1. The health and safety management system consists of the following constituent parts:
 - a. **Health and Safety Policy and Arrangements** (explained in greater detail in Section 3 below).
 - b. **Organisation Health and Safety Risk Profile:** A summary of health and safety management information for each department. This information provides a tangible measure of where safety risk exists within the organisation and how well it is being managed. This

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information is also be used by the Health and Safety Service to target its resources where the greatest safety risk and need for improvement exist.

The Organisation Health and Safety Risk Profile is a summary of health and safety management information for each department. It contains the following information.

- I. Department name.
 - II. Whether the department has completed their People Safety assessment.
 - III. Inherent safety risk rating assigned to the department. This is assigned using criteria outlined in the Health and Safety Policy.
 - IV. Management risk rating. This is based upon how well the department is complying with People Safety, using a matrix outlined in the Health and Safety Policy.
 - V. Overall risk to the organisation. This is a combination of the inherent safety risk present within the department and how well they are complying with People Safety, using a matrix outlined in the Health and Safety Policy.
- c. **People Safety Standards:** A series of plain English standards which demystify health and safety law in relation to managing people. They outline to managers in a simple and easy to understand way, the standards they must meet. In the first instance, managers self-assess against the standards, then the Health and Safety Service review and audit their responses (in higher risk areas), providing assurance as to their accuracy and provide suitable help and support to facilitate improvement.
 - d. **Property Safety Standards:** A series of plain English standards which demystify health and safety law in relation to managing the police estate. In the majority of cases, these standards only need to be completed by Estates. In the first instance, Estates self-assess against the standards, then the Health and Safety Service review and audit their responses (in higher risk areas), providing assurance as to their accuracy and provide suitable help and support to facilitate improvement.
 - e. **Health and Safety Toolkits:** Quick guides for managers on health and safety topics where more detailed assessment is required. They include template risk assessments, so as much of the work as possible has been done for managers. The template risk assessments require modification to meet the individual needs of the situation concerned.
 - f. **Risk assessments:** Managers are expected to assess hazards associated with job roles and higher risk tasks.
- 3.2. The roll out of the safety management system is being phased, prioritising high risk departments first. This enables the Health and

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Safety Service to manage the resulting demand that results when departments fully understand their responsibilities and identify gaps.

4. Health and Safety Policy and Arrangements

4.1. Appendix 1 is Health and Safety Policy and Arrangements (The Policy). It is a requirement of the Health and Safety at Work etc. Act 1974 for an organisation to have a health and safety policy. The Policy applies across Surrey and Sussex Police and introduces consistent expectations and arrangements across both Forces.

4.2. The Policy, contains the following sections:

- a. Vision and Guiding Principles.
- b. Definitions.
- c. Roles and Responsibilities.
- d. Arrangements.

4.3. These sections are explained in more detail below.

- a. Vision and Guiding Principles provides an overview of how both Forces envisage safety management playing an integral part in how the organisations operate, it sets the general tone for the rest of The Policy. The general tone established is positive, arguing that effective safety management should be seen an enabler, a system which enables both Forces to do the hazardous things the community expects for its protection, but in a way that avoids unnecessary harm and cost.
- b. Definitions clarifies the meaning of certain words used within The Policy. While the management system tries to avoid the use of more complicated definitions where possible, The Policy needs to make legal responsibilities clear and this involves the use of more complicated language.
- c. Roles and Responsibilities establishes exactly what is expected of key stakeholders in the Force, from the Office of Police and Crime Commissioner and Office of Chief Constable, down to all police officers and staff.

5. Roll out of the safety management system

5.1. In January and February 2016 the Health and Safety Service began risk profiling the organisation. This involved meeting with Chief Superintendents / police staff equivalent to identify which distinct business area they have responsibility for and assigning them with an inherent health and safety risk rating.

5.2. The roll out of the safety management system is being phased, with departments with high inherent health and safety ratings being

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prioritised first. This is so that the Health and Safety Service have the time to provide one to one support to these services as part of the roll out, and have time to provide appropriate support resolve any areas of non-compliance identified.

- 5.3. Rollout has been slower than expected due to the number of issues identified. Resourcing the rollout out within Estates is currently being discussed with the Head of Estates in Sussex and Estates Manager in Surrey.

5. Appendices

- Appendix 1: Health and Safety Policy and Arrangements.

REPORT END

Surrey and Sussex Police

Health and Safety Policy and Arrangements



Health and Safety Service



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1. Document Control

Date	Change	Paragraph reference
21/04/17	<ul style="list-style-type: none">• Logo updated.	<ul style="list-style-type: none">• All
18/11/16	<ul style="list-style-type: none">• Various typos changed following formal feedback.	<ul style="list-style-type: none">• Various.
10/11/16	<ul style="list-style-type: none">• Reference to Joint Code of Ethics changed to College of Policing Code of Ethics.• Name of Force Strategic Health and Safety Board changed to Strategic Health and Safety Board.• A number of references to Joint removed, to reflect DCCs desire to see Joint as business as usual.• Document control register added.	<ul style="list-style-type: none">• 2.3.• 5.5.• 2.3 & 5.5.• Page 3.



2. Vision and Guiding Principles

A statement from the Chief Constables and Police and Crime Commissioners of Surrey and Sussex Police.

- 2.1. *'The effective and sensible management of health and safety risk is an essential part of delivering an efficient police service for the residents of Surrey and Sussex.'*
- 2.2. *'We believe health and safety should be seen as an enabler, a mechanism and way of behaving which enables officers and staff to take the risks the community expects to ensure their protection, while avoiding unnecessary and avoidable harm and cost.'*
- 2.3. *'In keeping with the College of Policing Code of Ethics, we expect all officers and staff to take personal responsibility for their actions and to consider how those actions could not only affect their personal safety, but the safety of colleagues and the wider community in which they serve. This will demonstrate that we operate with integrity, respect and are accountable for the decisions we take.'*
- 2.4. *'We are committed to achieving compliance with health and safety law. Although risk is an inherent part of policing, we believe that through effective training, planning and integrating sensible safety risk management into the way we operate, these risks can be managed to the benefit of all.'*

Sussex Chief Constable

Date:

Sussex Police and Crime Commissioner

Date:

Surrey Chief Constable

Date:

Surrey Police and Crime Commissioner

Date:



3. Definitions

- 3.1. “**Collaborated Services**” means a joint service subject to a Section 22A agreement.
- 3.2. “**Control Measure**” means a measure taken to ideally eliminate a hazard, or if not possible, reduce and control the risk it poses.
- 3.3. “**The Force**” means Surrey Police and Sussex Police.
- 3.4. “**Department Specific Equipment and Plant**” means equipment issued to **Police Officers, Police Staff (With Police Powers), Police Staff and Volunteers** to undertake their role and plant which is department specific.
- 3.5. “**Police Estate**” means fabric of buildings and structures, including building services, equipment and plant which are integral to them. It also includes external structures, equipment and plant, but excludes **Department Specific Equipment and Plant**, which is the responsibility of the Chief Constable (as outlined below).
- a. Examples of building fabric / structures include, (not exhaustive):
- Asbestos management.
 - Structural integrity.
- b. Building services include, (not exhaustive):
- Cooling, heating and ventilation systems.
 - Fixed electrical systems.
 - Gas pipe work.
 - Hot and cold water systems.
- c. Examples of equipment and plant include, (not exhaustive):
- Boilers.
 - Generators.
- d. Examples of external structures / equipment and plant include (not exhaustive):
- Electric gates / barriers.
 - External lighting systems.
 - Pathways and roads.
 - Walls.
- 3.6. “**Police Officer**” means a constable or special constable within the police rank structure, from constable to chief constable.



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- 3.7. **“Police Staff (With Police Powers)”** means a member of police staff who has powers given under Section 38 of the Police Reform Act 2002.
- 3.8. **“Police Staff”** means an employee of the Office of Chief Constable, who does not have police powers.
- 3.9. **“Reasonably Practicable”** means balancing the level of risk with effort to control it, whether that be money, time or trouble.
- 3.10. **“Volunteer”** means a person who carries out unpaid work, including work experience.



4. Roles and Responsibilities

Office of the police and crime commissioner (PCC)

- 4.1. Has overall responsibility for the safety of the **Police Estate** and those who could be affected by it.
- 4.2. Has overall responsibility for the health and safety of the employees and **Volunteers** of the PCC's office.
- 4.3. With regard to the **Police Estate**, specific responsibilities include ensuring:
 - a. The building fabric, structures, building services, equipment and plant of the **Police Estate** are:
 - Fit for purpose.
 - So far as is **Reasonably Practicable**, safe.
 - Maintained and repaired so they are, so far as is **Reasonably Practicable**, kept in a safe condition.
 - Where required, subject to periodic thorough inspection, testing and examination by a competent person.
 - Where appropriate, subject to risk assessment, and the development of a safe working practices.
 - b. Contractors are effectively managed and operate safely.
 - c. An effective health and safety management system is in place.
 - d. Health and safety hazards are identified and assessed, and required **Control Measures** are implemented.
 - e. Adequate resources are made available to meet health and safety legal requirements.
- 4.4. On a day to day basis, responsibilities related to the safety of the **Police Estate** are delivered by the relevant estates / facilities department and fall to Head of Estates and Facilities (Sussex) / Facilities Manager (Surrey).
- 4.5. With regard to health and safety arrangements for **Police Officers, Police Staff, Police Staff (With Police Powers)** and **Volunteers**, as well as any person who could be affected by police activity, specific responsibilities include ensuring:
 - a. They are subject to sufficient scrutiny as to their effectiveness.

Office of the chief constable

- 4.6. Has overall responsibility for:



- a. The health and safety of **Police Officers, Police Staff, Police Staff (With Police Powers), Volunteers** and any person who could be affected by police activity.
- b. **Department Specific Equipment and Plant.**
- c. **Police Officers and Police Staff (With Police Powers)** from other forces, who are under the direction and control of **The Force** in a **Collaborated Service** or situations where Mutual Aid arrangements are invoked.

Responsibilities include ensuring:

- a. Where there are line management responsibilities, meeting the responsibilities identified for superintendents / chief superintendents.
- b. Health and safety within their area of responsibility is managed effectively, including the effective implementation of this policy and associated health and safety management system.
- c. There is an effective health and safety management system in place.
- d. Health and safety risks to **Police Officers, Police Staff, Police Staff (With Police Powers), Volunteers** and any person who could be affected by police activity are identified, assessed and adequate **Control Measures** put in place.
- e. In the allocation of resources, the health and safety implications of resource allocation decisions are considered, and where there are concerns these are raised with the Police and Crime Commissioner.
- f. **Department Specific Equipment and Plant** is:
 - Fit for purpose.
 - So far as is **Reasonably Practicable**, safe.
 - Maintained and repaired so it is, so far as is **Reasonably Practicable**, kept in a safe condition.
 - Where required, subject to periodic thorough inspection, testing and examination by a competent person.
 - Where appropriate, subject to risk assessment, and the development of safe working practices.

4.7. In practice, the day to day management of these issues will be delegated to appropriate operational levels within the organisation.

Deputy chief constable

- 4.8. Has responsibility for ensuring health and safety management arrangements are implemented and scrutinised as to their effectiveness.
- 4.9. Responsibilities include ensuring:
 - a. Where there are line management responsibilities, meeting the responsibilities identified for superintendents / chief superintendents.



- b. Health and safety within their area of responsibility is managed effectively, including the effective implementation of this policy and associated health and safety management system.
- c. The effectiveness of health and safety management arrangements is monitored and scrutinised.
- d. Meaningful consultation with elected safety representatives and employees takes place, by chairing **The Force** strategic health and safety meeting.
- e. Superintendents, chief superintendents (and equivalent police staff grade) are complying with health and safety management arrangements as outlined in this policy.

Assistant chief constable(s) and chief officers

- 4.10. Will ensure that health and safety within their area of responsibility is managed effectively, including the effective implementation of this policy and associated health and safety management system.
- 4.11. Responsibilities include ensuring:
 - a. Where there are line management responsibilities, meeting the responsibilities identified for superintendents / chief superintendents.
 - b. Available resources are allocated to effectively manage health and safety risk.
 - c. Where there are concerns that available resources can not meet legal standards of health and safety compliance, this is escalated.

Superintendent, chief superintendent and equivalent (heads of department)

- 4.12. Have responsibility for ensuring that health and safety within their area of responsibility is managed effectively on a day to day basis.
- 4.13. Responsibilities include ensuring:
 - a. Health and safety within their area of responsibility is managed effectively, including the effective implementation of this policy and associated health and safety management system.
 - b. The People Safety / Property Safety assessments are completed for each distinct operational / business area. Suitable operational / business areas must be agreed with the Health and Safety Service.
 - c. The standards outlined within the People Safety / Property Safety assessments are met.
 - d. The Declaration of Assurance for People Safety / Property Safety is signed.
 - e. Health and safety hazards specific to the service which aren't covered in the People Safety / Property Safety assessments are identified and



notified to the Health and Safety Service, subject to risk assessment and affective **Control Measures** / safe systems of work put in place.

- f. Safety risk to **Police Officers, Police Staff, Police Staff (With Police Powers)** and **Volunteers**, as well as any person who could be affected by the department's activities are identified, assessed and managed. Where possible this should be integrated into existing decision making tools, for example the National Decision Model or other College of Policing / NPCC guidance.
 - g. All roles are subject to role risk assessment.
 - h. Those affected by significant hazards are involved in the risk assessment process and the development / implementation of **Control Measures** (where it is reasonable to do so).
 - i. Prior to the introduction of any measure which could substantially affect health and safety, those affected (and their representatives) are consulted with. This could include new ways of working, equipment, uniform or training.
 - j. Assaults, accidents, custody adverse incidents, near misses and use of force are reported and investigated, and where required, reasonable measures put in place, to prevent a re-occurrence.
 - k. Local health and safety consultation with elected representatives and employees takes place.
 - l. Training required to enable **Police Officers, Police Staff, Police Staff (With Police Powers)** and **Volunteers** to undertake their role as safely as possible is identified, implemented and refreshed.
 - m. **Department Specific Equipment and Plant** is:
 - Fit for purpose.
 - So far as is **Reasonably Practicable**, safe.
 - Maintained and repaired so it is, so far as is **Reasonably Practicable**, kept in a safe condition.
 - Where required, subject to periodic thorough inspection, testing and examination by a competent person.
 - Where appropriate, subject to risk assessment, and the development of a safe working practices.
- 4.14. Issues of concern, for the safety of officer, staff or any other person affected by police activity are escalated.
- 4.15. Completion of the People Safety / Property Safety assessment along with the development of suitable risk assessments and safe systems of work should be delegated to a suitable operational level, with one being completed for each distinct operational / business area. Responsibility for their completion, adequacy and effective implementation remains at chief superintendent or equivalent police staff rank.

Sergeant, Inspector and equivalent (line managers)

- 4.16. Have responsibility for ensuring that health and safety hazards within their area of responsibility are identified, and effectively managed.



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- 4.17. Relevant information is fed into the People Safety / Property Safety risk management arrangements.
- 4.18. Responsibilities include ensuring:
- a. Health and safety within their area of responsibility is managed effectively, including the effective implementation of this policy and associated health and safety management system.
 - a. Safety risk to **Police Officers, Police Staff, Police Staff (With Police Powers)** and **Volunteers**, as well as any person who could be affected by the department's activities are identified, assessed and managed. Where possible this should be integrated into existing decision making tools, for example the National Decision Model or other College of Policing / NPCC guidance.
 - b. All roles are subject to role risk assessment.
 - c. Those affected by significant hazards are involved in the risk assessment process and the development / implementation of **Control Measures** (where it is reasonable to do so).
 - d. Prior to the introduction of any measure which could substantially affect health and safety, those affected (and their representatives) are consulted with. This could include new ways of working, equipment, uniform or training.
 - e. Assaults, accidents, custody adverse incidents, near misses and use of force are reported and investigated, and where required, reasonable measures put in place, to prevent a re-occurrence.
 - f. Training required to enable **Police Officers, Police Staff, Police Staff (With Police Powers)** and **Volunteers** to undertake their role as safely as possible is identified, implemented and refreshed.
 - g. Issues of concern related to safety are escalated.

Head of Health and Safety Service

- 4.19. Responsibilities include ensuring:
- a. Compliance with the responsibilities identified for superintendents / chief superintendents.
 - b. Health and safety within their area of responsibility is managed effectively, including the effective implementation of this policy and associated health and safety management system.
 - c. The design, implementation and auditing of an effective health and safety management system.
 - d. Fulfilment of the requirement for a source of competent health and safety advice, as required by Regulation 7 of the Management of Health and Safety at Work Regulations.
 - e. Appropriate and meaningful proactive and reactive management information is developed and reported to the strategic force health and safety meeting.



- f. The provision of professional guidance and support on complying with health and safety law.
- g. The effective management of the Health and Safety Service.

Head of Estates and Facilities (Sussex) / Facilities Manager (Surrey)

4.20. Responsibilities include ensuring:

- a. Compliance with the responsibilities identified for superintendents / chief superintendents.
- b. Health and safety within their area of responsibility is managed effectively, including the effective implementation of this policy and associated health and safety management system.
- c. Compliance with the Property Safety assessment for the **Police Estate** and ensuring that the **Police Estate** meets the standards identified within it.
- d. Health and safety hazards within the **Police Estate** which are not covered in the Property Safety assessments are identified and notified to the Health and Safety Service, subject to risk assessment and effective **Control Measures** / safe systems of work put in place.
- e. Where **Police Officers, Police Staff, Police Staff (With Police Powers)** and **Volunteers** occupy premises under the control of another organisation, ensuring those premises are, so far as **Reasonably Practicable**, safe, and meet equivalent standards to those identified within the Property Safety assessment.
- f. The **Police Estate** is maintained and repaired so it is kept, so far as is **Reasonably Practicable**, in a safe condition. This responsibility is limited to the fabric, structures, equipment, building services and plant directly associated with the **Police Estate**, it does not include **Department Specific Equipment and Plant** which are the responsibility of the service concerned.
- g. Equipment, plant and building services which are integral to the **Police Estate** and which aren't service specific are:
 - Fit for purpose.
 - So far as is **Reasonably Practicable**, safe.
 - Maintained and repaired so they are, so far as is **Reasonably Practicable**, kept in a safe condition.
 - Where required, subject to periodic thorough inspection, testing and examination by a competent person.
 - Where appropriate, subject to risk assessment, and the development of a safe working practices.

- 4.21. Agreement is reached with departments occupying police premises (including external organisations) on which assets facilities management will take responsibility for, and those which are the responsibility of individual departments.



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- 4.22. Relevant management information, which outlines how compliant the Police Estate is with statutory safety responsibilities and the requirements of this policy, are shared with the PCC at regular intervals.

Head of Joint Transport Service

- 4.23. Responsibilities include ensuring:
- a. Compliance with the responsibilities identified for superintendents / chief superintendents.
 - b. Health and safety within their area of responsibility is managed effectively, including the effective implementation of this policy and associated health and safety management system.
 - c. Police vehicles are fit for purpose, maintained in a safe and road worthy condition, and are, so far as is **Reasonably Practicable**, safe.
 - d. Assets directly associated with the provision of the Joint Transport Service are:
 - Fit for purpose.
 - So far as is **Reasonably Practicable**, safe.
 - Maintained and repaired so they are, so far as is **Reasonably Practicable**, kept in a safe condition.
 - Where required, subject to periodic thorough inspection, testing and examination by a competent person.
 - Where appropriate, subject to risk assessment, and the development of safe working practices.

Occupational Health

- 4.24. The provision of advice to managers on employee related health matters.
- 4.25. Responsibilities include ensuring the provision of advice to managers on:
- a. Health surveillance.
 - b. Ill health retirement.
 - c. Pre-employment health checks.
 - d. Reasonable adjustments.

Federation and Unison Health and Safety Representatives

- 4.26. Have responsibility for representing the health and safety interests of their members and, where agreed **Police Officers, Police Staff and Police Staff (With Police Powers)** who are not members. This can include bringing to the attention of managers, health and safety concerns, as well as being part of the consultation process for health and safety issues which have a substantial impact upon **Police Officers, Police Staff and Police Staff (With Police Powers)**.



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- 4.27. Responsibilities include ensuring:
- a. Regular attendance at relevant health and safety meetings, or if not possible appointing a representative.
 - b. The concerns and views of members are represented.
 - c. Appropriate work place health and safety inspections are carried out with reasonable notice of such inspections being provided to relevant managers and the Health and Safety Service

Health and Safety Service

- 4.28. The Health and Safety Service is responsible for the design, implementation and review of the health and safety management system and the provision of competent health and safety advice and support.

- 4.29. Responsibilities include ensuring:
- a. Guidance is developed on complying with health and safety law.
 - b. Development, implementation and review of the safety management system.
 - c. The effective management of the accident / safety incident reporting system, and where applicable, reporting incidents under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) to the Health and Safety Executive.
 - d. Liaison with enforcement authorities (Health and Safety Executive, Public Health England and Fire Service).
 - e. One to one support for higher risk services (based on risk profile).
 - f. Auditing of the effectiveness of safety management arrangements and reporting back findings to **The Force** Strategic Health and Safety Meeting.
 - g. Appropriate and meaningful proactive and reactive management information is developed and reported to **The Force** Strategic Health and Safety Meeting.

Police Officers, Police Staff, Police Staff (With Police Powers) and Volunteers

- 4.30. Responsibilities include ensuring:
- a. They take personal responsibility for their actions, taking reasonable steps to protect their health and safety and others affected by their activities.
 - b. Compliance with the health and safety management system and associated arrangements.
 - c. Compliance with the findings and **Control Measures** identified in risk assessments / safe systems of work.



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- d. All assaults, accidents, custody adverse incidents, near misses and use of force are reported.

Responsibilities within Collaborated Services and Mutual Aid

- 4.31. Responsibilities for health and safety are identified within the Section 22A collaboration agreement.
- 4.32. The health and safety management arrangements outlined within this policy apply equally to all Police Officers, Police Staff and Police Staff (With Police Powers) within a Collaborated Service. They also apply equally to Police Officers, Police Staff and Police Staff (With Police Powers) under the direction and control of The Force where mutual aid arrangements are invoked.



5. Arrangements

Consultation

- 5.1. Surrey and Sussex Police recognise and value the importance of effective employee / officer consultation and working with representatives of the Police Federation and recognised trade unions.
- 5.2. Health and safety consultation will take place through a combination of strategic and local health and safety meetings, which employee representatives will play an integral part.
- 5.3. It is a requirement of managers (identified above) to involve **Police Officers, Police Staff, Police Staff (With Police Powers)** and **Volunteers** in the assessment of significant safety risks and in the development and implementation of effective **Control Measures**. We believe this is an essential part of developing safety arrangements which are effective and have employee backing.
- 5.4. It is a requirement of managers (identified above) to actively consult with **Police Officers, Police Staff, Police Staff (With Police Powers), Volunteers** and their representatives prior to the introduction of any measure which could substantially affect health and safety.

Strategic Health and Safety Board

- 5.5. The purpose of **the Force** Strategic Health and Safety Board is to discuss safety issues of strategic importance and to comply with the Safety Representatives and Safety Committees Regulations as well as the Health and Safety (Consultation with Employees) Regulations. The terms of reference of the meetings provide further detail.
- 5.6. Examples of issues of strategic importance include:
 - a. The design, implementation and review of the safety management system.
 - b. Accident / near miss statistics.
 - c. Issues of concern raised by safety representatives.

Divisional / local health and safety meetings

- 5.7. The purpose of divisional / local health and safety meetings is to discuss safety issues of local importance and to comply with the Safety Representatives and Safety Committees Regulations as well as the Health and Safety (Consultation with Employees) Regulations.
- 5.8. Examples of issues of local importance include:



- a. Risk assessments and **Control Measures**.
- b. Review of injuries resulting from assaults, accidents and near misses. (Data should be anonymised).
- c. Compliance with the safety management system.
- d. Issues of concern raised by **Police Officers, Police Staff, Police Staff (With Police Powers), Volunteers** and safety representatives.
- e. Training, equipment and plant.

Constituent parts of the safety management system

- 5.9. The health and safety management system consists of the following component parts, which are also summarised in Figure 2 below.

Health and Safety Policy and Arrangements

- 5.10. The purpose of the Health and Safety Policy and Arrangements is to establish how safety will be managed and assign responsibilities to ensure it is managed effectively.

Organisation Safety Risk Profile

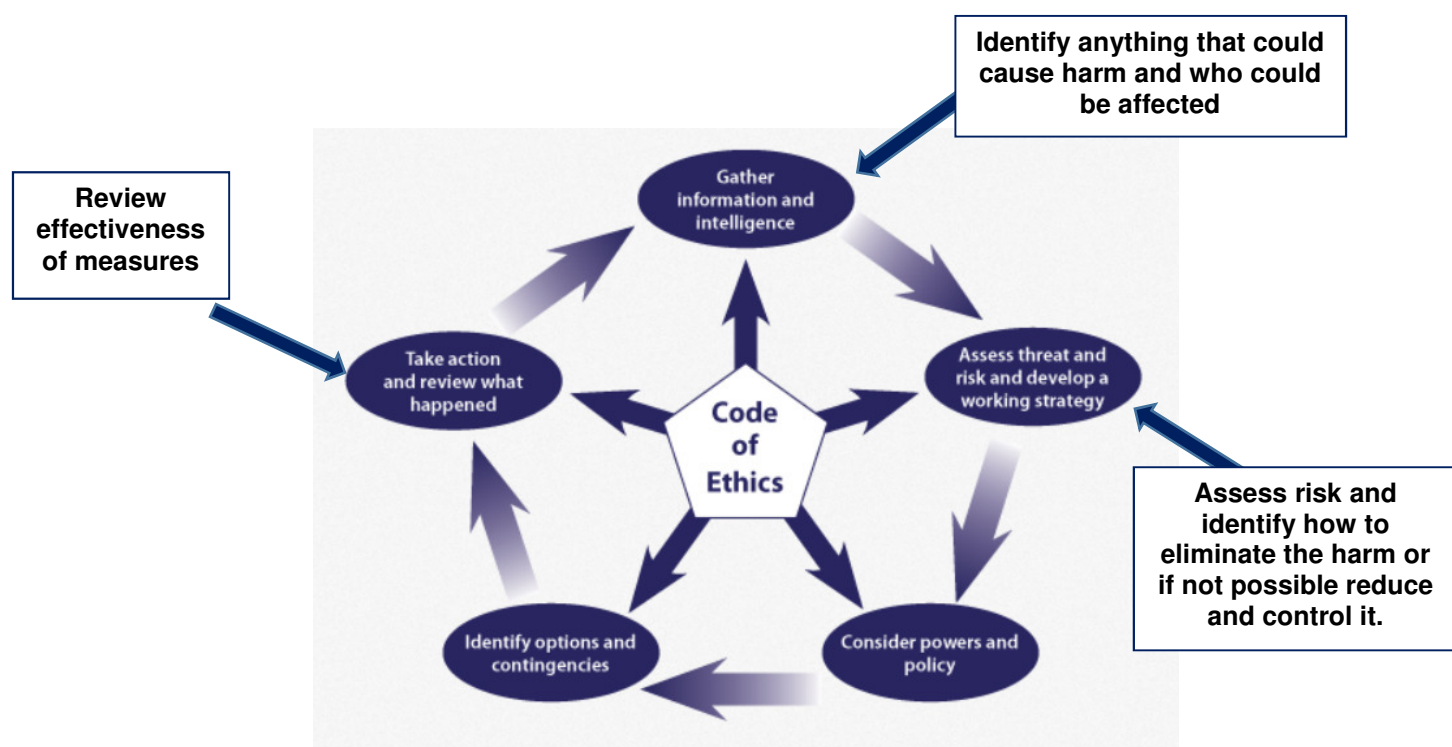
- 5.11. The purpose of the organisation safety risk profile is to show where safety risk exists within the organisation, its extent and how well it is being managed. This information will be used to target help and support from the Health and Safety Service as well as provide management information to senior officers.

Operational Policing

- 5.12. Operational policing teams are expected to consider foreseeable safety hazards as part of general risk assessment, and make use of People Safety, and where applicable Property Safety. Consideration of safety hazards should also be incorporated into the use of the National Decision Model. For example:
 - a. As part of the '*gather information and intelligence*' stage, health and safety hazards to officers, staff and any other person who could be affected by the activity should be identified.
 - b. At the '*assess threat and risk and develop a working strategy*,' stage, health and safety hazards must be assessed, and suitable **Control Measures** identified and implemented. **Control Measures** should ideally eliminate the hazard or if not possible manage and control the risk.
 - c. At the '*take action and review what happened*' stage, the effectiveness of **Control Measures** should be reviewed, and lessons learnt.



Figure 1: Using the National Decision Model to manage safety



National Decision Model. College of Policing.

<https://www.app.college.police.uk/app-content/national-decision-model/the-national-decision-model/>

People Safety

- 5.13. The purpose of People Safety is to set out, in clear plain English what is expected of managers in relation to people safety risk. This is to make it simple for risk owners (chief superintendent level) to identify what safety arrangements they need to put in place, within their area of responsibility.
- 5.14. People safety simplifies how to comply with health and safety law and allows managers to identify where their compliance gaps are, so they can put a plan in place to close them.
- 5.15. In lower risk departments, managers may be able to use People Safety to manage their safety risks in their entirety, carrying out simple risk assessments in the comments box. Where departments present particularly hazardous or specialised safety risks which are not covered in



the standard template, the Health and Safety Service must be advised so that support can be given to modify the template.

Property Safety

- 5.16. The purpose of Property Safety is to set out clear, plain English what is expected, to ensure that the fabric of buildings / structures and the associated plant and building services of the **Police Estate** are, so far as **Reasonably Practicable**, safe.
- 5.17. It simplifies how to comply with health and safety law and allows managers to identify where their compliance gaps are, so they can put a plan in place to close them.

Risk Assessments / Safe Systems of Work

- 5.18. The purpose of risk assessments / safe systems of work is to identify (where the level of risk justifies it) measures required to ideally eliminate health and safety hazards, or if not possible, manage and control them.
- 5.19. The preferred method of assessing health and safety risks within a team is through the use of role risk assessment.

Safety Tool Kits

- 5.20. The purpose of the Safety Tool Kits are to identify in a clear and simple way, how to manage specific health and safety hazards.

Figure 2: Summary of the Health and Safety Management System

- 5.21. Figure 2 on the next page summaries how the health and safety management system fits together.



Health and Safety Policy
College of Policing Code of Ethics, Vision, Responsibilities, Arrangements

Organisation safety risk profile
Provides senior offices with management information on where risk exists and how well it is being managed. This transparency will drive improvement.
Every department is assigned two safety risk ratings. An inherent safety risk rating and a management risk rating.

- Inherent risk rating measures the inherent safety risks present within the department.
- Management risk rating measures the degree of compliance with the management system.

Operational policing
Safety risk management integrated into existing systems wherever possible:

- Authorised Professional Practice. In particular making use of the National Decision Model.
- Specific role / task / service risk assessment where justified by risk level.

Safe People

- Accidents and near misses.
- Asbestos.
- Computer users.
- Confined spaces.
- Consultation.
- Fire safety.
- First aid.
- Health.
- Manual handling.
- Mental health.
- New and expectant mothers.
- Noise
- Operational policing.
- Personal protective equipment.
- Reasonable adjustments.
- Risk assessment.
- Training.
- Vehicle safety.
- Vibration.
- Violence and aggression
- Working at height.
- Work equipment.
- Young persons at work.

Safe Property

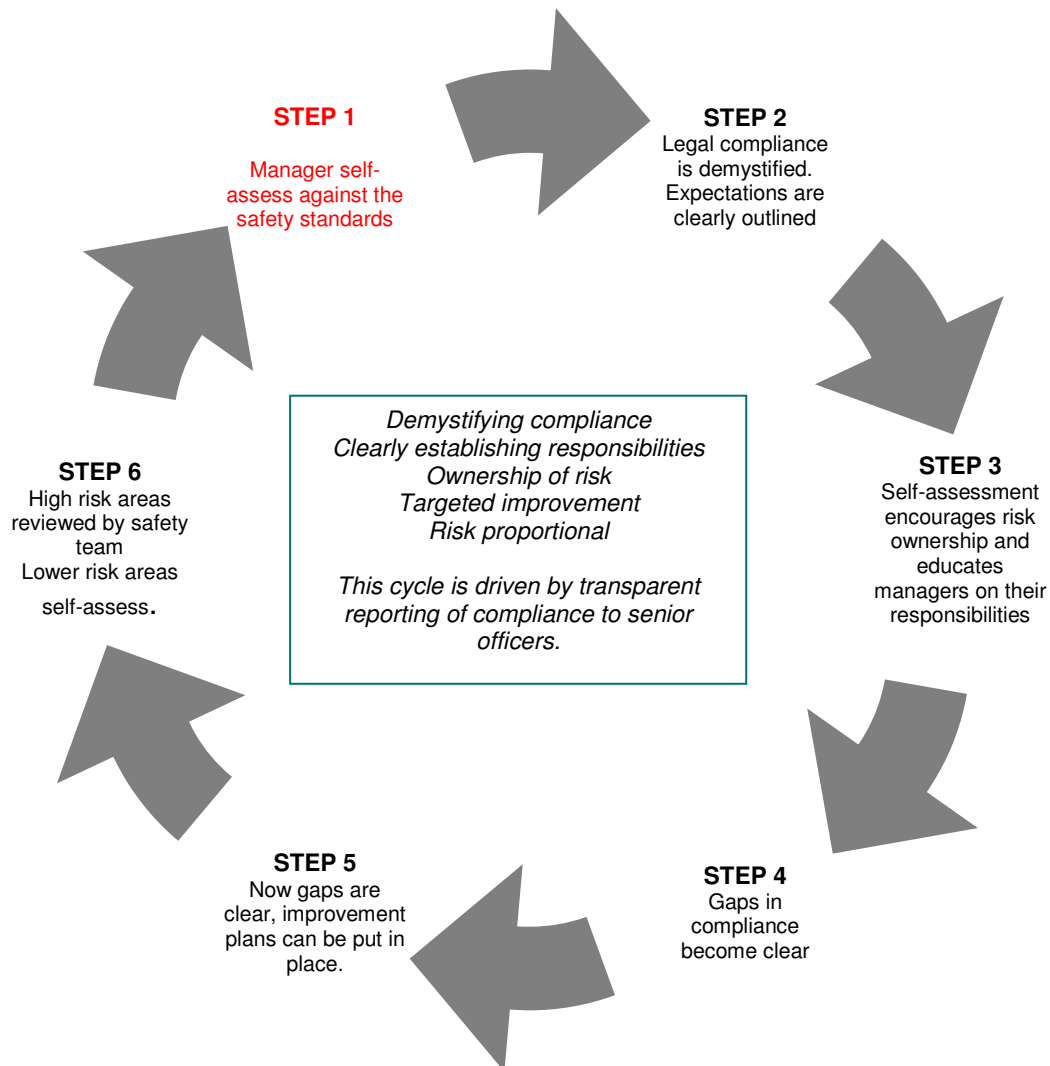
- Air handling systems.
- Asbestos.
- Building fabric.
- Construction, Design and Management Regulations 2015
- Confined spaces.
- Electricity.
- Explosive atmospheres.
- Gas.
- Lifting equipment.
- Plant and equipment.
- Pressure systems.
- Slips, trips and falls.
- Water hygiene.
- Working at height.
- Workplace welfare.

Role risk assessment

Safety Team - Professional support, audit and guidance



- 5.22. They will make it clear to risk holders what their responsibilities are, including:
- Encouraging risk holders to take ownership of their risks.
 - Creating a gap analysis of compliance.
 - Developing targeted improvement plans.





Department Risk Profiling

5.23. The Health and Safety Service will allocate the amount of support it gives, and priority to auditing the safety management system using department risk profiling.

5.24. It will:

- a. Focus resources based on risk.
- b. Free up resources to support the highest risk parts of the organisation.
- c. Free up resources to support those who need the most support.
- d. Leave low risk services to self-assess unless management arrangements pose an unacceptable risk to the organisation.

Department inherent risk profile

5.25. Each department will be assigned an inherent safety risk rating from 1 (low) to 4 (very high), based upon the criteria below.

Risk rating	Descriptor
Low (1)	<ul style="list-style-type: none"> No or limited public contact. No hazardous machinery or chemicals used. No or limited lone working. No hazardous tasks undertaken.
Medium (2)	<ul style="list-style-type: none"> Public contact where violence and aggression is an intermittent hazard. Intermittent lone working. Occasional use of hazardous equipment / chemicals. Occasional high risk tasks undertaken.
High (3)	<ul style="list-style-type: none"> High risk roles which could result in psychological harm. Regular public contact where violence and aggression is likely. Regular use of hazardous equipment / chemicals. Regular hazardous tasks undertaken.
<u>Very high (4)</u>	<ul style="list-style-type: none"> Services undertaking particularly hazardous operations where a failure in safety systems would likely result in serious injury or loss of life.

Management risk (compliance with the safety management system)

5.26. When departments complete the People Safety / Property Safety assessments, depending on the answer given, they will be assigned a management risk rating.

Performance in People / Property Safety	Management risk
76% - 100%	Low (1)
51% - 75%	Medium (2)



26% - 50%	High (3)
0 – 25%	<u>Very high (4)</u>

Overall risk to the organisation

- 5.27. The inherent risks and management risks are combined to get an overall view of safety risk to the organisation. These results are used to target the support of the Health and Safety Service as well as determining how much support a department receives.
- 5.28. The figures in brackets indicates how often performance will be reviewed until it improves and the risk to the organisation reduces.

		Management risk			
		Low (1)	Medium (2)	High (3)	Very High (4)
Inherent risk	Low (1)	1 Low (Self-assess)	2 Low (Self-assess)	3 Medium	4 Medium
	Medium (2)	2 Low (Self-assess)	4 Medium	6 High	8 High
	High (3)	3 Medium	6 High	9 High	12 Very high
	Very high (4)	4 Medium	8 High	12 Very high	16 Very high

END