



Health and Safety Report

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ACPO / Strategic Lead:	DCC Kemp (Strategic Health and Safety Lead)
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PART ONE

Item 11

1. Summary

1.1. This report provides an update on the strategic health and safety risks being managed by the Health and Safety Service. It also provides an update on compliance in Surrey Estates, which continues to improve.

2. Compliance in Surrey Estates

2.1. Compliance in Surrey Estates, in the four areas updated below has continued to improve. Compliance is now at a level where we can offer a high level of assurance. This includes:

Audit area	% Compliance	Assurance
CDM Regulations 2015 and contractors	80.0%	High
Confined spaces	100.0%	High
Electricity	90.0%	High
Fire	92.9%	High

2.2. Audits on other compliance topics are ongoing. It is recommended that this would be an appropriate time to revert to normal channels of reporting, with scrutiny at the Strategic Health and Safety Board, chaired by the Deputy Chief Constable. Audit Committee will still be informed of issues of significant interest through the Strategic Health and Safety Issues Log.

3. Strategic Health and Safety Issues Log

3.1. This report is prepared and submitted a month before Audit Committee. There is likely to have been further updates to risks in this time, this can include scoring and wording. The Health and Safety Service isn't always the owner of the risk, we do however work to ensure similar wording where possible. This can result in some differences in what is reported here and what is on the corporate risk register. We review, compare and contrast both regularly. Significant changes will be advised verbally at the meeting.

- 3.2. The Strategic Health and Safety Issues log is owned and managed by the Health and Safety Service. It is used to communicate health and safety issues of strategic interest to the Strategic Health and Safety Board, Surrey Audit Committee and Sussex Audit Committee. It does not replace the corporate risk register.
- 3.3. High risk items are entered onto the corporate risk register. Where they are on the risk register, the register reference number is included in the title.
- 3.4. This update contains the addition of a new strategic health and safety risk in relation to the management of explosives. The relevant entry on the corporate risk register is STRJ4168.
- 3.5. As requested at the previous Audit Committee, the Strategic Health and Safety Issues Log has been updated to show the constituent parts of the risk (likelihood and impact) in accordance with the Joint Risk Strategy.

4. Recommendations

- 4.1. The Audit Committee approve a return to the normal lines of reporting where compliance issues in relation to Surrey Estates are reported through the Strategic Health and Safety Issues log.

PART ONE

Item

Surrey Police and Sussex Police - Corporate Level Health and Safety Risks

Risk	Strategic level health and safety risk	Root causes	Affected department	Solutions Updates (red), ongoing, delivered and planned.
Prob: 4	Rising levels of assaults (STRJ4173).	A dedicated piece of work in planned for 2022/23 to examine in detail (with the	Public facing officers and staff.	<ul style="list-style-type: none"> • UPDATE 15/06/22: A detailed piece of work is being prepared for the next Strategic Health and Safety Board which examines in detail the
Impact: 4				

<p>Risk: 16</p>	<p>Officer and staff assaults continue to rise significantly, however the data suggests the overall seriousness of reported assaults is falling.</p> <p>Assaults result in physical and psychological harm to officers and staff.</p>	<p>Police Federation) why we are seeing such a significant increase in officer assaults. Initial indications are that there are a variety of factors.</p> <p>Officers are far more likely to report assaults now due to significant work to promote this. They are also more likely to report assaults with less serious consequences. This is shown by the overall seriousness of assaults falling year on year.</p>	<p>This mainly affects response units.</p>	<p>data we hold in relation to officer assaults for the last three financial years.</p> <ul style="list-style-type: none"> • PLANNED: We are planning a focussed project during 2022/23 to look at assaults and what can be done to minimise the number and impact of them. This includes a review of equipment, training and sharing our data with Staff Safety Training so they can see how officers are using training in practice. We also plan to talk with and consult officers and the Police Federation. • PLANNED: We plan to launch a project in Surrey which was used successfully in Sussex. This is the ‘Assaults Seven Point Plan.’ These are seven commitments signed up to by the Health and Safety Service, Chief Constable, and the Police Federation.
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<p>Prob: 3</p>	<p>How explosive materials are managed needs to be reviewed and improved (STRJ4168). A review of the management of explosive substances in Sussex has identified safety issues related to how explosives are seized, transported, stored, and destroyed. The issues of concern relate to:</p> <p>Seizure / surrender / found explosives Police can come into possession of explosives due to surrender of them by the public (found items and voluntary surrender by firearms licence holders), seizure of them as part of criminal investigations or where firearms licences have been revoked. This creates challenges understanding what has been seized, its associated explosive risk and for the potential interactions between substances. Items rarely come in the original packaging which contain the required hazard information.</p> <p>Transportation of explosives: Once seized, the law only allows the force to move them once without a licence. There are long and significant delays in obtaining licences from the HSE.</p> <p>Storage of explosives: Historically explosives have been seized and stored without sufficient thought to their explosive value and the potential for different explosives to interact with each other. A piece of work is required to understand what is being stored, the risks it poses and the potential for interactions between substances. The suitability of the location of storage locations also needs to be examined.</p>	<p>It is likely that other forces face similar challenges as members of the public can without notice surrender explosives, firearms, and ammunition.</p> <p>These can include explosive powders, ammunition, and fireworks. Officers can also seize unknown explosive items during searches of premises or when firearms licences are revoked.</p>	<p>Estates and facilities.</p> <p>Departments seizing items.</p> <p>Front counters.</p> <p>Firearms and Explosives Licensing Unit.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> ONGOING: A gold group (Op Decker), chaired by ACC Dobinson has been established to overview the process and manage the risk. <input type="checkbox"/> ONGOING: The Health and Safety Service is recommending that the review of explosives is extending to Surrey in case similar issues exist. <input type="checkbox"/> ONGOING: A national expert in the field of explosives has been commissioned to review the process and make recommendations for improvement. ONGOING: Short term actions <input type="checkbox"/> have been identified to reduce the risk including developing risk assessment, delivering training, and examining how items can be separated.
<p>Impact: 5</p> <p>Risk: 15</p>				
<p>Prob: 4</p>	<p>12/2 safety incident reporting system is becoming obsolete (STRSJ234).</p>	<p>The health and safety incident reporting system has become obsolete because it</p>	<p>All.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> UPDATE 15/06/22: Procurement options are being examined as part of the ERP Project Board.

PART ONE

Item

Impact: 3	A failure of the 12/2 system would cause significant problems as we rely on it to comply with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (to report incidents to the Health and Safety Executive) and to gather intelligence on where harm is	was anticipated that it would be replaced by the ERP.		<input type="checkbox"/> ONGOING: We are investigating the potential to roll out the Sussex safety incident system FIAMS into Surrey temporarily. <input type="checkbox"/> ONGOING: We are part of the ERP
Risk: 12	occurring, so we can focus our resources to prevent harm intelligently.			Project Board and have had a presentation from Capita of a safety incident reporting system used by other forces. The initial presentation was promising, and it could meet our needs. The ERP Project Board are scoping out the potential to implement this system.
Prob: 4	Staff retention in the Surrey section of the Health and Safety Service.	Experience from recruiting in Surrey and Sussex is completely different. In Sussex a post may attract 30 applications, in Surrey 4. It is believed that this is due to the different labour market and the ability of candidates to work in London and get London levels of salary.	Health and Safety Service.	<input type="checkbox"/> UPDATE 15/06/22: A new advertising campaign has been launched. The role is being advertised in the professional journal of the Institution of Occupational Safety and Health. This campaign is more expensive but more focussed than the standard recruitment process. If this process does not deliver the required results, a specialist recruiter will be engaged. <input type="checkbox"/> PLANNED: There could be opportunities for serving officers to undertake a role within the team as their insight into the job would be of significant value.
Impact: 3	While not directly a health and safety risk, it can result in posts being vacant for some time as we struggle to recruit which affects service delivery.			
Risk: 12				
Prob: 3	<p>Effective structure to deliver compliance within Surrey estates.</p> <p>There has been a lack of an established structure in Surrey Estates with the capacity to deliver effective compliance.</p>	Since the Surrey Estates manager left a few years ago and the service was collaborated, the Health and Safety Service have been	Surrey Estates	<input type="checkbox"/> UPDATE: Phase 2 (service managers) of the transformation plan finishes 1st July and then we move onto phase 3 and 4 which includes the rest of the team staff ie team leaders and other staff ONGOING: Estates are currently

PART ONE

Item

<p>Impact: 3</p>		<p>working with Surrey Estates. There have been challenges around compliance and gathering evidence to demonstrate compliance.</p>		<p><input type="checkbox"/> restructuring the department. Phase 1 has been complete; this is the level that sits immediately under Vaughan Williams and includes a Joint QHSE & Compliance Manager (Pete Stevens) and Phase 2 is currently underway with workshops being held with staff in Surrey.</p>
<p>Risk: 9</p>		<p>The underlying causes of this are thought to relate to the structure of the department and the establishment of clear roles and responsibilities.</p> <p>This is now being</p>		
		<p>addressed through the Surrey Estates restructure.</p>		
<p>Prob: 3</p>	<p>Ensuring the safety of our home workers.</p> <p>Significant parts of our workforce now work from home.</p> <p>This has introduced a degree of greater inconsistency in the equipment that employees are using at home.</p>	<p>Due to the Covid-19 lockdown large sections of the workforce had to work from home quickly.</p> <p>Despite the ending of the lockdown large number of employees have remained working from home. Reasons given include:</p>	<p>All</p>	<p><input type="checkbox"/> UPDATE 15/06/22: Comms are planned to advertise the Health and Safety Service Toolkit, 'Working from Home Safely.'</p> <p>ONGOING: The Health and Safety Service has submitted a paper to JCOM outlining the minimum equipment employees are entitled to at home as part of the Display Screen Equipment Regulations.</p> <p>ONGOING: To minimise this risk further, the equipment offer for home workers needs to be finalised.</p> <p>DELIVERED: As part of Op Apollo a piece of work was undertaken to ensure employees working from home had undertaken a DSE</p>
<p>Impact: 3</p>	<p>Incorrect equipment could result in musculoskeletal injuries.</p>	<p>1. To achieve a better work life balance people can reduce the amount of commuting they do.</p>		

PART ONE

Item

<p>Risk: 9</p>		<p>2. It can help with childcare arrangements.</p> <p>3. It can help if an employee has caring responsibilities.</p> <p>4. People who are at enhanced risk from Covid feel safer at home.</p> <p>The long-term equipment for employees working from home is currently being decided.</p>		<p><input type="checkbox"/> risk assessment. This was used to identify any equipment needs. DELIVERED: There is a new mandated Display Screen Equipment training course on the College of Policing online training platform (NCALT). Compliance with this training is monitored at the Strategic Health and Safety Board. DELIVERED: There is a detailed ‘Working from Home Safely’ Toolkit.</p> <p><input type="checkbox"/></p>
<p>Prob: 3</p> <p>Impact: 3</p>	<p>Estate’s construction supply chain management.</p> <p>Estates need to be more actively engaged with their construction supply chain and managing construction contractors through CDM.</p> <p>This is not just in the appointment of contractors but ensuring they have delivered the work safely and to specification.</p> <p>It also needs to be clarified who will be delivering the Client Duties under CDM.</p>	<p>There has in the past been a lack of understanding of the requirements of CDM, however this has improved significantly through improved training.</p> <p>There has also been a reliance on contractors to self-manage work which has resulted in issues related to quality and safety.</p> <p>The Health and Safety have been encouraging greater</p>	<p>Surrey Estates</p>	<p><input type="checkbox"/> UPDATE 15/06/22: Estates have engaged with an external contractor ‘Faulkers’ who are supporting them to improve supply chain management. ONGOING: There has been agreement to implement a risk-based approach where higher risk projects (such as custody) will include a ‘Clerk of Works,’ whose responsibility will be to ensure work is being delivered in accordance with the specification and CDM. It has been confirmed that Clerk of Works post is part of the new structure. This will help ensure Estates are compliant with the CDM requirements going forward, rather than</p>

PART ONE

Item

<p>Risk: 9</p>		<p>contractor management and this has been recognised by Estates.</p>		<ul style="list-style-type: none"> <input type="checkbox"/> relying on contractors to undertake this on their behalf. ONGOING: The Health and Safety Service would like to see greater incorporation of delivering CDM client duties within the Estates team rather than relying on a contractor to deliver client duties. This follows a rejection of this role from a contractor. This is currently subject to ongoing discussion with Estates leadership. <input type="checkbox"/>
<p>Prob: 3</p>	<p>Levels of health and safety consultation need improvement in some areas.</p>	<p>Consultation arrangements have been found to be patchy in the past. This was due to a lack of understand about how consultation works in a command-and-control environment.</p>	<p>All</p>	<ul style="list-style-type: none"> <input type="checkbox"/> UPDATE 15/06/22: A Routine Order is planned to raise awareness amongst managers of complying with The Seven Expectations. One of the expectations relates to consultation. <input type="checkbox"/> ONGOING: The Seven Expectations of Risk Owners has raised the awareness of the need for consultation and clarified that consultation means gathering all the available evidence to ensure informed accurate decision making and not agreeing with everyone. <input type="checkbox"/> DELIVERED: Template terms of reference for employee consultation meets have been developed.
<p>Impact: 2</p>	<p>Low levels of consultation can result in poor decision making and employees not feeling valued.</p>			
<p>Risk: 6</p>	<p>Consultation between managers and employees is improving.</p>			
<p>Prob: 3</p>	<p>Our auditing work is showing high levels of compliance and understanding of the need to undertake risk assessments. However, sharing the contents of risk assessments and briefing affected persons on the hazards and control measures is inconsistent.</p>	<p>There has been a lack of appreciation of the role of risk assessments as an active risk management tool.</p> <p>Firstly, this was due to a difference in terminology</p>	<p>All</p>	<ul style="list-style-type: none"> <input type="checkbox"/> ONGOING: The expanding number of local health and safety consultation meetings is a forum where risk assessments can be owned and consulted on. The new terms of reference make it clear that this is expected. ONGOING: Seven expectations being reinforced which makes clear the need to

PART ONE

Item

<p>Impact: 2</p>	<p>Risk: 6</p>		<p>between health and safety and policing. Health and safety would talk of hazards, risks, and control measures whereas officers are trained in the National Decision Model (NDM) and talk about threats, risk / harm and working strategy.</p> <p>A poor understanding of the role of risk assessments was also due to a lack of training. This has been addressed through the new mandatory minimum health and safety training.</p>		<ul style="list-style-type: none"> <input type="checkbox"/> fully brief affected persons on risks and control measures in risk assessments. ONGOING: During audits we ask employees if they are being fully briefed on risk assessments. DELIVERED: New mandatory minimum training explains fully how to undertake a risk assessment and the need to involve others. DELIVERED: Risk assessment templates now include a sign off section. DELIVERED: The terminology in risk assessments has been changed to reflect the NDM and now refer to threat, risk/harm and working strategy to control risk.
<p>Prob: 3</p>	<p>Consolidating detainee risk control measures into one risk assessment.</p> <p>Detainee risk control measures are effective but are found in numerous risk assessments.</p>	<p>Management of detainee related risk is predominately achieved through College of Policing Authorised Professional Practice (APP). This is a comprehensive source of information on detainee care, but information is fragmented throughout APP and needs to be pulled together in one place.</p>	<p>Surrey custody.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> UPDATE 15/06/22: Custody in Surrey and Sussex have regular health and safety meetings where risk assessments are reviewed collaboratively. <input type="checkbox"/> ONGOING: Detainee risks are well managed within custody. To offer greater consistency work is underway to develop one risk assessment for detainees, which brings all control measures together in one place. 	
<p>Impact: 2</p>	<p>This makes keeping them up to date challenging and time consuming.</p>				
<p>Risk: 6</p>					

		The Force also has numerous detainee related risk assessments as they have developed over time.		
Prob: 3	Managers understanding their responsibilities. More work is needed to ensure that managers fully understanding their responsibilities.	Overly complicated policies have made it difficult for managers to understand their responsibilities.	All	<input type="checkbox"/> UPDATE 15/06/22: A Routine Order is planned to raise awareness amongst managers of complying with The Seven Expectations. <input type="checkbox"/> ONGOING: The next stage will be the rolling out of the Certificate of Assurance, where managers and senior leaders will be expected to sign off to confirm that <input type="checkbox"/> they are ‘actively working towards meeting the Seven Expectations.’ Compliance with this will be reported back to the Strategic Health and Safety Board. DELIVERED: The Seven Expectations of Risk Owners has been positively received and has resulted in a significant improvement in the understanding of roles and responsibilities by managers. The Seven Expectations summarise managers responsibilities in a simple easy to understand format.
Impact: 2				
Risk: 6				
Prob: 2	Compliance with training. The roll out of minimum mandatory health and safety training is becoming embedded but requires continual monitoring to ensure ongoing compliance.	The exact training managers and need to complete used to be left to local decision making, this resulted in large inconsistencies.	All.	<input type="checkbox"/> DELIVERED: Minimum Mandatory Health and Safety Training is specified through the College of Policing online training platform NCALT. The training must be done every three years. <input type="checkbox"/> ONGOING: Compliance with the Minimum Mandatory Health and Safety Training is monitored at the Strategic Health and Safety Board and local health and safety meetings.
Impact: 2				
Risk: 4				

<p>Prob: Archived</p>	<p>Covid – 19 risk management is well embedded and becoming business as usual.</p> <p>Should the position change in relation to Covid-19, this item will be re-activated.</p>	<p>The Covid-19 pandemic.</p>	<p>All</p>	<ul style="list-style-type: none"> <input type="checkbox"/> UPDATE: 15/06/22: The Health and Safety Executive have dropped the requirement for Covid-19 to be considered as part of risk assessments except for people working with the virus in laboratories or specifically nursing someone with Covid-19.
<p>Impact: Archived</p>				<ul style="list-style-type: none"> <input type="checkbox"/> DELIVERED: Comprehensive Covid-19 guidance was developed by the Health and Safety Service. It was subject to review by the Health and Safety Executive following a Covid-19 outbreak at Staines custody suite and was positively received without any improvement required.
<p>Risk: Archived</p>				<ul style="list-style-type: none"> <input type="checkbox"/> DELIVERED: Health and Safety Service guidance was updated in March 2022 to make the Covid-19 risk control measure business as usual for the foreseeable future. <input type="checkbox"/> DELIVERED: The Covid-19 outbreak data which was gathered as part of Op Apollo was used to develop a risk based for future Covid-19 control measures. This approach has resulted in focussing future control measures where we have seen the largest number of infections and vulnerability, which is mainly custody due to the nature of the issues they are managing very well. <input type="checkbox"/> ONGOING: The threat from Covid-19 has fallen recently, however it could change in the future, particular towards autumn / winter.