



Health and Safety Report

Required for:	Joint Audit Committee - Part One
Security Classification:	Not Protectively Marked
Handling information if required:	
Suitable for publication:	Yes
Title:	Updated Health and Safety Report
Version:	1.0
Purpose:	To provide an update for the Joint Audit Committee
ACPO / Strategic Lead:	Adrian Rutherford
National Decision Model compliance:	Yes / No
Date created:	31 January 2019
Date to be reviewed:	

AUTHOR:	
Name:	Matthew Green
Job Title:	Head of Health and Safety Service, Surrey and Sussex Police
Telephone number:	07557 817412
Email address:	matthew.green@sussex.pnn.police.uk



1. Summary

- 1.1. This report provides an update on:
- a. Appendix 1- Safety statistics for March 2018 to June 2018.
 - b. Appendix 2 - Safety statistics for July 2018 to October 2018.
 - c. Section 3: New simplified health and safety management arrangements.
 - d. Section 4: Update on outstanding actions.

2. Health and Safety Statistics Update

- a. Appendix 1: Safety statistics for March 2018 to June 2018.
- b. Appendix 2: Safety statistics for July 2018 to October 2018.

3. New Simplified Health and Safety Management Arrangements

- 3.1. This section outlines changes to Surrey and Sussex Police's Health and Safety Policy and Arrangements, the aim of which is to simplify expectations of senior leaders (heads of department, superintendents, and chief superintendents) and reduce form filling.

Summary

- 3.2. Following a review of how the Health and Safety Service supports departments, the Forces' health and safety arrangements have been changed and the Health and Safety Policy and Arrangements updated. The revised policy which has been approved by both Deputy Chief Constables and subject to consultation through the Strategic Health and Safety Board. It has also been sent to the Police and Crime Commissioners and Chief Constables of Surrey and Sussex Police for re-signing. **The revised policy is attached as Appendix 3.**

Details of the changes

- 3.3. The ongoing roll out of the Health and Safety Management System has delivered significant safety improvements in the areas where it has been rolled out, notable examples including the safety of Gatwick Police Station and Custody.
- 3.4. The compliance improvements achieved to date have been significant and demonstrate the need for a system which manages safety, however due to the number of issues that have come to light during the roll out, the Health and Safety Service is working with fewer departments than originally anticipated. Changes were required which mean all senior leaders are clear about what is expected of them in managing safety risk, in a way which is even quicker and simpler.
- 3.5. Changes have been made to the Health and Safety Policy and Arrangements to meet the following objectives:
- a. Wherever possible, simplifying expectations and reduce form filling.
 - b. Increase the accountability of those who own safety risk on a day to day basis.
 - c. Set clear expectations of senior leaders that inherent to being a senior leader is managing the safety of their department, those who work for them and any other person affected by what their department does.
 - d. Focus resource on the highest risk areas as evenly as possible, avoiding entrenchment within one particular department.
- 3.6. To meet these objectives, the following changes have been made:
- a. Senior leaders will no longer be expected to complete People / Property Safety. They will instead become tools used by the Health and Safety Service to review the safety performance of a department. This will significantly reduce form filling.

- b. The focus of managing safety for a senior leader and their management team will become a new document '*Seven Expectations of Senior Leaders in Managing Safety*' it puts the emphasis on those who manage safety risk to manage it. **This is attached as Appendix 4.**

The safety management standards within People and Property Safety will still be available to departments for reference / guidance as these outline in greater detail the expectations of the Health and Safety Service and will still be the standards that they will be reviewed against

- c. The Health and Safety Service will maintain a '*Record of High and Very High Risk Departments*,' this will replace the current departmental risk profile. This will be published at every Strategic Health and Safety Board. These departments will become the focus of the Health and Safety Service's activity.
- d. Lower risk departments will be targeted through general communications and directed to a new intranet page which will explain what is expected of them, including template risk assessments for them to use. Senior leaders in these areas will also be expected to meet the '*Seven Expectations of Senior Leaders in Managing Safety*'

Lower risk departments will not be contacted individually unless they are selected for review as part of the auditing process outlined below.

- e. A new process for supporting High and Very High risk departments will be introduced. This is outlined in a new standard operating procedure. In summary the process of support will include:
- I. Senior leaders named in the '*Record of High and Very High Risk Departments*' will be contacted at least annually by their nominated safety advisor. They will be reminded of their responsibilities and asked to assure themselves that they are complying with the '*Seven Expectations of Senior Leaders in Managing Safety*.' They will also be asked to check whether the information held about their department by the Health and Safety Service is accurate (as this informs the annual safety review plan).
 - II. At the start of each financial year, the Health and Safety Service will publish the Annual Safety Review Plan. It will outline which High and Very High risk departments will be reviewed in that financial year, along with a small number of other lower risk departments (dip checking). Results of the reviews will be shared with the Strategic Health and Safety Board.

Discussion

- 3.7. The proposed changes are designed to address the current risk to the Force that the safety management system hasn't been rolled out to all High and Very High risk areas yet. The new approach will mean:
- a. Expectations are made clear to all senior leaders in High and Very High risk areas in a quick hit. This addresses the current organisational risk that the safety management system hasn't been actively rolled out to all areas yet.
 - b. Senior leaders in High and Very High Risk Areas will be contacted individually.
 - c. Lower risk departments will be covered through corporate communications campaign and have access to a dedicated intranet page.
 - d. The new clear and unambiguous expectations will be backed up by a review programme which will enforce the expectations that have been set.

4. Outstanding Actions

4.1. There are two outstanding actions:

a. *To provide members with a copy of the incident reporting procedure*

4.2. The new Health and Safety Policy (**Appendix 3**) defines safety incidents in sections 3.16 and requires reporting of incidents in sections 4.14(k), 4.18(f), and 4.39(e).

4.3. The incident reporting procedure is included within the simplified Seven Expectations of Senior Leaders (**Appendix 4**).

b. *To update the Committee on how the Force is performing against the reporting procedure (suggest at the January 2019 meeting)*

4.4. The new simplified Seven Expectations of Senior Leaders is the focus of our revised approach, this includes expectations around incident reporting. We are currently visiting senior leaders in the highest risk areas of Surrey and Sussex Police to raise awareness of these new expectations and a Routine Order is due to be sent out.

5. Appendices

- Appendix 1: Safety statistics for March 2018 to June 2018.
- Appendix 2: Safety statistics for July 2018 to October 2018.
- Appendix 3: Health and Safety Policy and Arrangements.
- Appendix 4: Seven Expectations of Senior Leaders.

6. Recommendations

6.1. Audit Committee note the updated information.

To: Surrey Audit Committee
 Date: 31st January 2019
 From: Health and Safety Service
 Title: Appendix 1: Health and Safety - General Update and Statistics Report

INTRODUCTION

This report provides a general health and safety update, information on the review of the Force Incident & Assault Management Systems and overview of the incident & assault data for: **01-Mar-18 to 30-Jun-18**

FORCE INCIDENT & ASSAULT MANAGEMENT SYSTEMS

1.1 ERP UPDATE: The system contractors are progressing with the form development work. A 'WebEx demo' was presented by the contractor/designer in Jun-18, enabling the project leads to see a high level view of the proposed system. No significant gaps or issues identified by leads, development of forms ongoing.

INCIDENT & ASSAULT: SUMMARY

01-Mar-18 to 30-Jun-18

SURREY

2.1. 'Restrains' and 'Assaults' have been the main cause of injury during the past four months, with 'Arrest' injuries falling close behind.

2.2. **(10)** RIDDOR's have been reported over this period. Of particular note:

During pursuit, officer ran into parked car, fracturing left knee in three places.

Whilst restraining violent male, suspect kicked officer's hand, fracturing his left wrist.

Staff member's knee dislocated whilst on stairs and fell down approx. eight steps, hitting their head on the way down and also dislocating right shoulder.

2.3. **(10)** Near Miss reports have been received. Of particular note:

Spillage of Phenol within the Forensic Recovery Unit (which in turn was reported to the HSE as a Dangerous Occurrence RIDDOR).

Suspect vehicle stopped and driver refused to open door. Driver drove off with officer still holding onto car door.

Officer involved in Mutual Aid operation in Salisbury associated with the nerve agent Novichok.

INCIDENT & ASSAULT - DATA OVERVIEW

3.0. Statistics

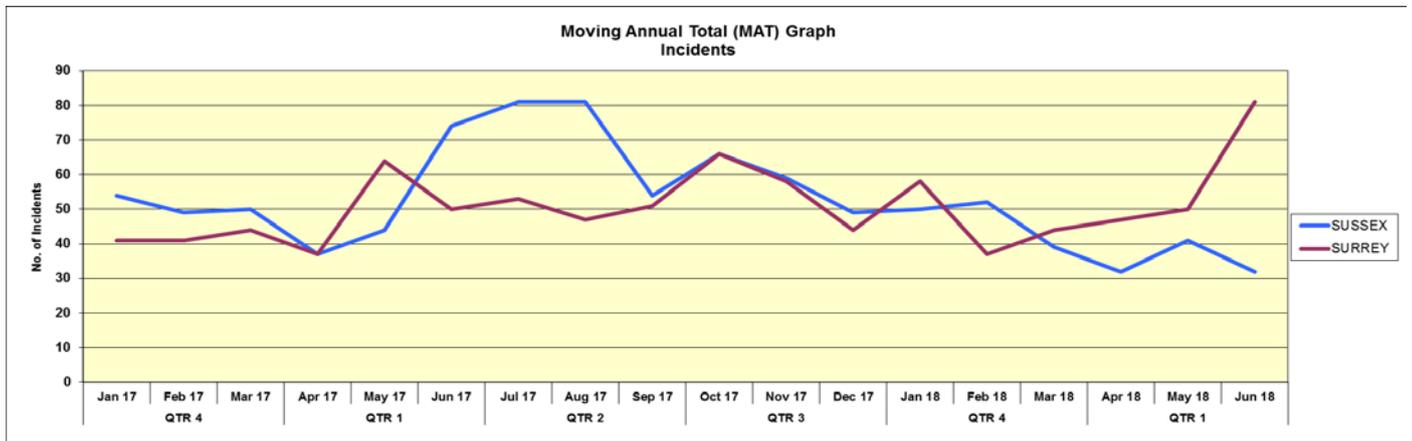
Mar-18 to Jun-18		SURREY			
		Mar 18	Apr 18	May 18	Jun 18
TOTAL Employees		3949	3918	3909	3902
- No. Officers (incl. Specials)		2123	2131	2126	2121
- No. Staff (incl. PCSO's)		1826	1787	1783	1781
1	TOTAL Injuries (incl. UoF resulting in injury)	44	47	50	74
2	TOTAL Assaults (incl. assaults 'no injury' – Sussex only)	10	8	9	14
3	TOTAL Near Miss	5	2	5	3

4	TOTAL Absence and Restricted Days (Injury)	140 31	54 43	111 54	121 60
5	Incidence Rate Injuries per 1000 employees (1&2 – Sussex , 1 only - Surrey)	11	12	13	21
6	RIDDOR DATA - Over 7 Days Absence or Restricted Duties - Specified Injury - Dangerous Occurrence - MOP Taken to Hospital	2 0 2 0 0	2 0 2 0 0	2 1 1 0 0	4 2 1 1 0
7	TOTAL Arrests (Primary)	985	996	1053	1056
8	TOTAL Custody Adverse Incidents	52	38	49	45
9	RIDDOR DATA (Custody) - MOP Taken to Hospital	0	2	1	4
10	Civil Claims (Injuries) - Total Claims Received - Claims Reserve Set (£) - Total Claims Closed - Costs Paid	0 £00 1 £0	0 £00 0 £5,633	0 £00 1 £14,423	0 £00 0 £0

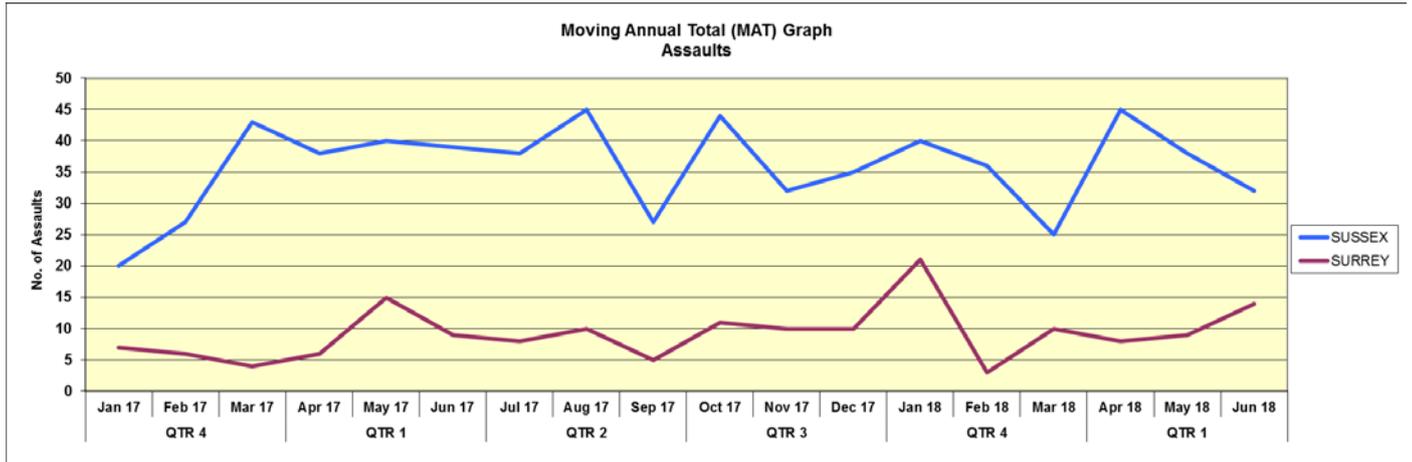
NB The injury-assault data may be subject to minor change after final review and closure of late submission and ongoing absence/restricted duty reports.

Mar-18 to Jun-18		SURREY
		Total Injuries & Assaults (263)
1.	Top Five 'Incident Type' for TOTAL injuries	- Restraint (29) - Assault (25) - Arrest (19) - Slip/trip/Fall (16) - Body Armour issues (6)
		Total RIDDOR (10)
2.	RIDDOR 'Incident Types'	- Slip/Trip/Fall; (4) - Restraint (3) - Arrest (2) - Assault (1) - Hit Stationary Object (1)

4.0. MAT – Total Incidents



5.0. MAT – Total Assaults



To: Surrey Audit Committee
Date: 31st January 2019
From: Health and Safety Service
Title: Appendix 2 Health and Safety - General Update and Statistics Report

INTRODUCTION

This report provides a general health and safety update, information on the review of the Force Incident & Assault Management Systems and overview of the incident & assault data for: **01-Jul-18 to 31-Oct-18**

1. NATIONAL NEWS:

1.1. Council fined after obvious risk to employees ignored

The national regulator for workplace health and safety has said Hull City Council failed to address the "obvious risk" of employees working on ice before a worker fell and suffered broken ribs while re-laying ice at The Hull Ice Arena. Hull Crown Court heard that on 30 August 2014 a worker was marking the lines for the ice hockey pitch at the venue on Kingston Street. He was walking towards the centre of the ice rink when he slipped and fell heavily onto the ice, suffering head injuries and breaking three ribs. An investigation by the Health and Safety Executive (HSE) found there had been a number of previous incidents of employees slipping and falling on ice. Hull City Council of The Guildhall, Alfred Gelder Street, Hull pleaded guilty to **breaching Section 2 (1) of the Health and Safety at Work Act 1974 and was fined £185,000 with £44,442.71 costs**. After the hearing, HSE inspector Denise Fotheringham commented: "No effective measures had been taken to reduce the risks of employees working on ice. "Measures could have included providing systems of work that avoided the need for working on ice in the first place. Where this was not reasonably practicable, providing suitable footwear for working on slippery surfaces such as ice would have been an appropriate measure against a quite obvious risk."

1.2 The Assaults on Emergency Workers (Offences) Bill

A new offence of assault against an emergency worker in the exercise of their functions with a penalty that is increased from 6 months to 12 months. We will monitor to see if recorded number of FIAMS increases.

1.3 Impacts on Officer Wellbeing and Performance Source BBC News 25 October 2018

Overstretched police risk becoming 'irrelevant', MPs warn. Policing is at risk of becoming "irrelevant" as neighbourhood teams are stripped back and huge numbers of crimes go unsolved, MPs have warned. A report by the Home Affairs Committee said forces in England and Wales were "struggling to cope" amid falling staff numbers and rising crime. National Police Chiefs Council chairwoman Sara Thornton said the report rightly recognised the "serious strain" forces were under and demonstrated how challenges could not be met by institutions acting alone. Police Federation of England and Wales vice-chairman said the government needed to recognise the "true cost of policing" or officers would not be able to keep the public safe.

2. INCIDENT & ASSAULT: SUMMARY

SURREY

2.1. 'Restraints' and 'Assaults' have been the main cause of injury during the past four months, with 'Arrest' injuries falling close behind.

2.2. Out of 57 Assaults 21 were Single Crewed (Surrey)

2.3. **(22)** RIDDOR's have been reported over this period. Of particular note:

POLAC where vehicle hit a tree at speed. Two members of staff who were injured, one officer received hip fracture (linked to below Near Miss).

Officer took several petrol bombs to his left leg during PSU training (put out by fire extinguisher) but received steam burn injuries.

During training, injured party (IP) held upper part of front door frame as he got out of police vehicle. Driver was unaware and closed windows with electric switch, trapping IP's finger (causing fracture).

Whilst trying to gain entry via a window, officer was repeatedly beaten around the head by suspect (unable to defend himself due to his position).

Red button has been activated. Officer ran to get to vehicle quickly to assist and in doing so lost footing on stairs, falling 3-4 steps (fracturing his foot).

Officers were eventually able to place a resistant DP into the rear of a police van. The sliding door was shut, but officer still had his arm inside. Received hairline fracture to wrist.

2.4. **(16)** Near Miss reports have been received. Of particular note:

The above POLAC was also linked to a Near Miss as additionally, due to the sudden deceleration of ARV, loaded G36 Carbines (stored in a safe) recycled themselves – ejecting one live round.

During Taser training, student shot at trainer (wearing Taser suit and gloves) and training probe hit glove going through first layer and out the other side.

Officer exhausted due to rest days being cancelled and therefore only having 3 rest days during one month.

INCIDENT & ASSAULT - DATA OVERVIEW

3.0. Statistics

01-Jul-18 to 31-Oct-18		SURREY			
		Jul 18	Aug 18	Sep 18	Oct 18
TOTAL Employees		3895	3872	3832	3857
- No. Officers (incl. Specials)		2114	2105	2097	2092
- No. Staff (incl. PCSO's)		1781	1767	1775	1765
1	TOTAL Injuries (incl. UoF resulting in injury)	77	60	48	55
2	TOTAL Assaults (incl. assaults 'no injury' – Sussex only)	25	11	9	11
3	TOTAL Near Miss	2	5	5	2
4	RIDDOR DATA	8	2	7	5
	- Over 7 Days Absence or Restricted Duties	5	0	4	4
	- Specified Injury	3	2	2	0
	- Dangerous Occurrence	0	0	1	1
	- MOP Taken to Hospital	0	0	0	0
5	TOTAL Arrests (Primary)	1074	1077	933	1034
6	TOTAL Custody Adverse Incidents	34	34	40	42
7	RIDDOR DATA (Custody) - MOP Taken to Hospital	0	0	2	2

8	Civil Claims (Injuries)				
	- Total Claims Received	1	0	1	0
	- Claims Reserve Set (£)	£1K	£00	£7,850	£00
	- Total Claims Closed	0	1	2	1
	- Costs Paid	£0	£6,540	£15,602	£0

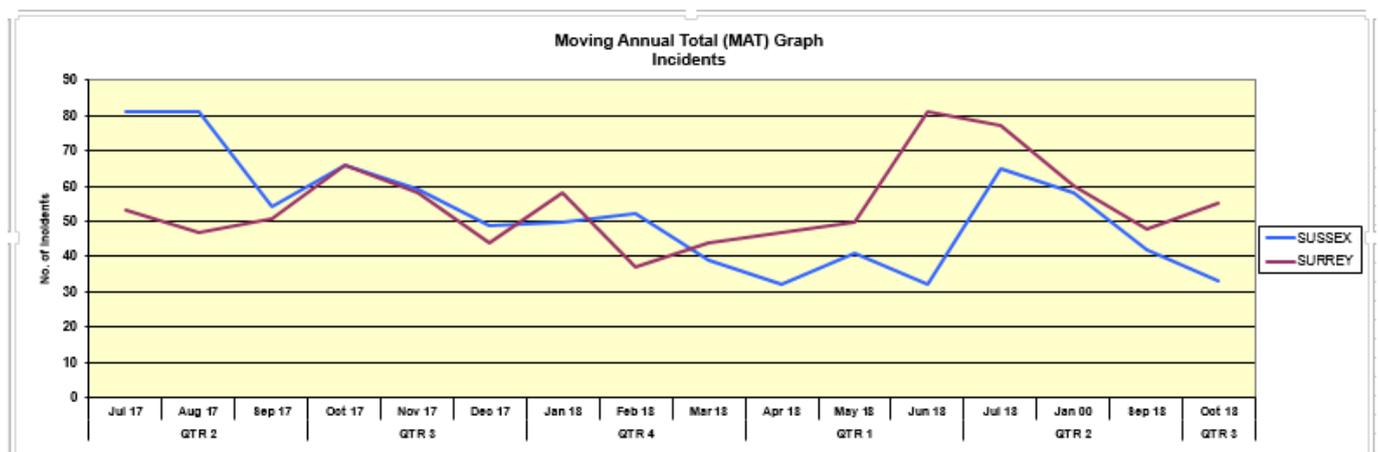
Civil Claims Closed Summary Information:-

- £15,602 - Claimant claiming injury sustained during conflict training - Surrey
- £6,540 – Claiming for sustained neck burns whilst on a firing range during a training exercise. Surrey

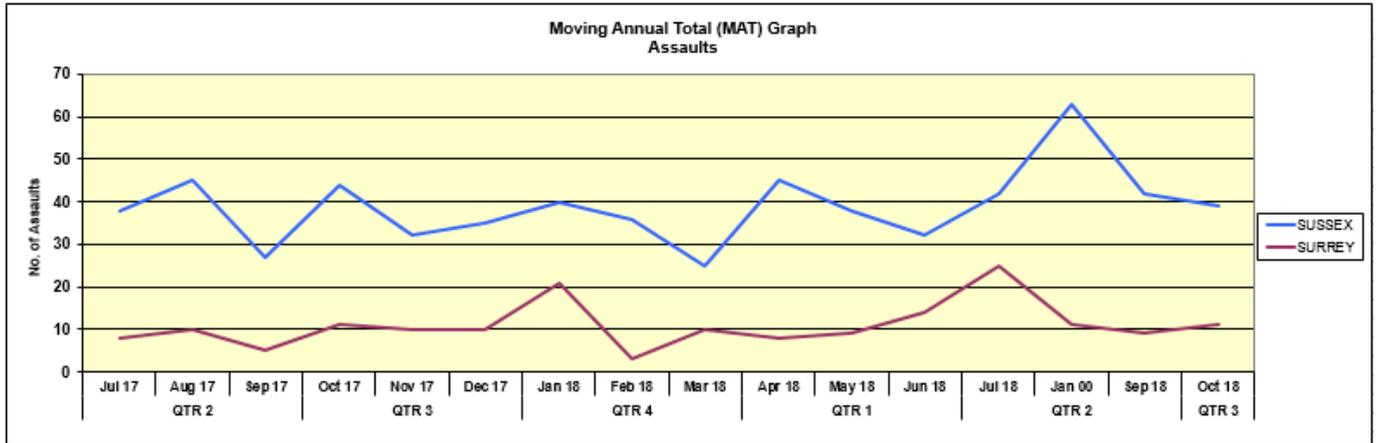
NB The injury-assault data may be subject to minor change after final review and closure of late submission and ongoing absence/restricted duty reports.

01-Jul-18 to 31-Oct-18		SURREY
1.	Top Five 'Incident Type' for TOTAL injuries	Total Injuries & Assaults (164)
		- Assault (57) - Restraint (44) - Arrest (41) - Slip/trip/Fall (14) - Handling/Lifting/Carrying (8)
2.	RIDDOR 'Incident Types'	Total RIDDOR (12)
		- Slip/Trip/Fall; (4) - Restraint (3) - RTC (2) - Assault (2) - Hit by a Moving Item (1)

4.0. MAT – Total Incidents



5.0. MAT – Total Assaults



Surrey and Sussex Police

Health and Safety Policy and Arrangements

2018 / 2019



Health and Safety Service



Contents

1.	Document Control	3
2.	Vision and Guiding Principles	4
3.	Definitions	5
4.	Roles and Responsibilities	8
	Office of the police and crime commissioner (PCC)	8
	Office of the chief constable	9
	Deputy chief constable	10
	Assistant chief constable(s) and chief officers	10
	Risk Owners - Superintendent, chief superintendent and equivalent (heads of department)	10
	Sergeant, Inspector and equivalent (line managers)	12
	Head of Health and Safety Service	13
	Deputy Head of Health and Safety Service	13
	Head of Estates and Facilities (Sussex) / Facilities Manager (Surrey)	13
	Head of Joint Transport Service	14
	Occupational Health	15
	Federation and Unison Health and Safety Representatives	15
	Health and Safety Service	16
	Health and Safety Advisors	16
	Health and Safety Assistants	17
	Police Officers, Police Staff, Police Staff (With Police Powers) and Volunteers	17
	Responsibilities within Collaborated Services and Mutual Aid	17
5.	Safety Management Arrangements	18
	Constituent parts of the safety management system	18
	Health and Safety Policy and Arrangements	18
	Record of High and Very High Risk Departments	18
	Annual Safety Review Plan	18
	Seven Expectations of Senior Leaders in Managing Safety	19
	The People Safety Standards	19
	The Property Safety Standards	19
	Safety Toolkits	19
	Dynamic Risk Assessment	19
	Operational Risk Assessments	20
	Job Role Risk Assessment	20
	Task Specific Risk Assessments	20
	Operational Policing	21
	Figure 1: Using the National Decision Model to manage safety	21
	Consultation	22
	Strategic Health and Safety Board	22
	Divisional / local health and safety meetings	22
	Figure 2: Summary of the Health and Safety Management System	23
	Focussing Resources Based on Inherent Safety Risk	25
	Criteria to be included on the Record of High and Very High Risk Departments	25
	Management risk (compliance with the safety management system)	26



1. Document Control

Date	Change	Paragraph reference	Document Ref
31/10/18	Final version	None	SMS0001-21/10/18
18/10/18	Changes based on feedback. Changes highlighted in red for new consultation.	Shown in red in original consultation document marked 18/10/18	SMS0001-21/10/18 - DRAFT
27/03/18	<p>Comprehensive 2018/2019 annual review of policy and arrangements.</p> <p>Sent to the Strategic Health and Safety Board of 11/04/18 for approval.</p> <p>Approved at the Strategic Health and Safety Board chaired by Deputy Chief Constable O'Reilly on the 11/04/18.</p> <p>To be sent to both Chief Constables and PCCs for re-signing.</p>	Comprehensive re-write. Please review entire policy.	SMS0001 – 11/04/18



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. Risk is an inherent part of policing and we believe that through effective training, planning and integrating sensible safety risk management into the way we operate, these risks can be managed effectively.'*

Sussex Chief Constable	Signature: Date:
Sussex Police and Crime Commissioner	Signature: Date:
Surrey Chief Constable	Signature: Date:
Surrey Police and Crime Commissioner	Signature: Date



3. Definitions

Definitions are shown throughout the policy in bold text.

- 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. **“Department Specific Equipment and Plant”** means equipment issued to **Police Officers, Police Staff (With Police Powers), Police Staff and Volunteers** to undertake their role. It also means plant which is department specific.
- 3.4. **“Dynamic Risk Assessment”** means an assessment of safety risk which is not initially documented.

Dynamic Risk Assessment can be used when, due to a rapidly changing hazardous situation, officers have no time to document their decision making. Officers must make use of their training, experience and the National Decision Model to manage safety risks in such situations. As soon as reasonably possible afterwards, the significant findings of decision making must be documented and justified. **Dynamic Risk Assessment** must only be used where rapidly changing circumstances truly justifies it.

Dynamic Risk Assessment must not be used because of a lack of adequate planning for foreseeable safety hazards.

- 3.5. **“Health and Safety Management System”** means the arrangements outlined within this policy, for example:
 - a. Health and Safety Policy and Arrangements.
 - b. Health and Safety Toolkits.
 - c. People Safety Standards.
 - d. Property Safety Standards.
 - e. Risk Assessments.
 - f. The Seven Expectations.
- 3.6. **“Near Miss/es”** mean a situation or incident which came close to causing harm (an injury for example), but didn't. **Near Misses** are an opportunity to learn and prevent a reoccurrence in the future.
- 3.7. **“Office of the Police and Crime Commissioner”** means the Office of the Sussex Police and Crime Commissioner and, the Office of the Surrey Police and Crime Commissioner.



-
- 3.8. **“Operational Risk Assessment”** means an assessment of safety risks completed prior to a planned police operation. The person in charge of that operation is responsible for assessing safety hazards to officers, staff and any other person who could be affected by the operation, making use of the National Decision Model and any relevant guidance in Authorised Professional Practice.
- 3.9. **“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.
- 3.10. **“Police Officer”** means a constable or special constable within the police rank structure, from constable to chief constable.
- 3.11. **“Police Staff (With Police Powers)”** means a member of police staff who has powers given under Section 38 of the Police Reform Act 2002.
- 3.12. **“Police Staff”** means an employee of the Office of Chief Constable, who does not have police powers.



-
- 3.13. “**Job Role Risk Assessment**” means a risk assessment which examines the safety hazards associated with a job role or cluster of similar job roles, identifying suitable **Control Measures** to manage those hazards.
- 3.14. “**Reasonably Practicable**” means balancing the level of risk with effort to control it, whether that be money, time or trouble.
- 3.15. “**Record of High and Very High Risk Departments**” (The Record) means departments engaging in particularly high risk activities as defined in the risk profiling section of this policy. The purpose of The Record is to identify departments who need additional support to manage these safety risks from the Health and Safety Service. The Record also ensures that the Strategic Health and Safety Board has oversight as to how well safety risk is being managed in these areas.
- 3.16. “**Safety Incident**” means an incident caused by or made worse by Police activity which results in an injury, a **Near Miss**, or other circumstance reported through 12/2 in Surrey or FIAMS in Sussex. This includes:
- Injuries to officers or staff.
 - Injuries and ‘**Near Misses**’ to members of the public or detainees which have occurred as a result of, or made worse by Police activity.
- 3.17. “**Task Specific Risk Assessment**” are risk assessments which examine hazards associated with particularly hazardous tasks / equipment and / or chemicals in more detail.

Particularly hazardous or complex activities will require risk assessment which is more in depth and specific to the activity / work equipment and / or chemical, for example

- Confined space working.
 - First aid.
 - Hazardous chemicals.
 - Hazardous manual handling.
 - Hazardous work equipment.
- 3.18. “**The Force**” means Surrey Police and Sussex Police.
- 3.19. “**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. The Surrey PCC is responsible for the Police Estate in Surrey and the Sussex PCC is responsible for the Police Estate in Sussex.
- 4.2. Sufficient resources are made available to meet health and safety legal requirements and compliance with the **Health and Safety Management System**
- 4.3. Has overall responsibility for the health and safety of the employees and **Volunteers** of the PCC's office.
- 4.4. 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 (in addition to maintenance), 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.
- 4.5. 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).
- 4.6. 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

4.7. 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. Compliance with the **Health and Safety Management System** is achieved.
- e. 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.
- f. 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.
- g. **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 (in addition to maintenance), 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.



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

Deputy chief constable

- 4.9. Has responsibility for ensuring health and safety management arrangements are implemented and scrutinised as to their effectiveness.
- 4.10. Responsibilities include ensuring:
- Where there are line management responsibilities, meeting the responsibilities identified for superintendents / chief superintendents.
 - 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.
 - The effectiveness of **the Health and Safety Management System** is monitored and scrutinised.
 - Meaningful consultation with elected safety representatives and employees takes place, by chairing The Force Strategic Health and Safety Board.
 - 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

- 4.11. 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.
- 4.12. Responsibilities include ensuring:
- Where there are line management responsibilities, meeting the responsibilities identified for superintendents / chief superintendents.
 - Available resources are allocated to meet the requirements of the **Health and Safety Management System**.
 - Where there are concerns that available resources cannot meet legal standards of health and safety compliance, this is escalated.

Risk Owners - Superintendent, chief superintendent and equivalent (heads of department)

- 4.13. Have responsibility for ensuring that health and safety within their area of responsibility is managed effectively on a day to day basis and compliance with the **Health and Safety Management System** is achieved.



- 4.14. Responsibilities include ensuring (not exhaustive):
- 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. Informing the Health and Safety Service if the department is engaging in activities which mean it needs to be added to the **Record of High and Very High Risk Departments**. Please see risk profiling section below.
 - c. 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.
 - d. All job roles are subject to **Job Role Risk Assessment**.
 - e. All police operations are subject to **Operational Risk Assessment**.
 - f. 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).
 - g. 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.
 - h. The Expectations of Senior Leaders in Managing Safety and People / Property Safety Standards are reviewed and where applicable complied with.
 - i. Health and safety hazards specific to the department which aren't covered in the People Safety / Property Safety Standards 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.
 - j. Following a safety review from the Health and Safety Service, The Declaration of Assurance for People Safety / Property Safety is signed.
 - k. 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.
 - l. Local health and safety consultation with elected representatives and employees takes place.
 - m. 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.
 - n. **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 (in addition to maintenance), 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.
- o. Issues of concern, for the safety of officer, staff or any other person affected by police activity are escalated.
- 4.15. Review of and compliance with the People Safety / Property Safety Standards along with the development of suitable risk assessments and safe systems of work should be delegated to a suitable operational level. Responsibility for their completion, adequacy and effective implementation remains at chief superintendent, 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.
- 4.17. Where applicable, 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 **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 **Job Role Risk Assessment**.
 - c. All police operations are subject to **Operational Risk Assessment**.
 - d. 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).
 - e. 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 3.
 - f. 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.
 - g. Where a team member is unable to report a **Safety Incident** themselves, this is done on their behalf.



- h. 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.
- i. 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 in relation to the management of the Health and Safety Service.
- 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, rollout and auditing of an effective health and safety management system.
- d. They are a competent person who can assist the PCC and the Chief Constable to undertake the measures the PCC and the Chief Constable needs to take to comply with the requirements and prohibitions imposed on them by the relevant statutory provisions, as required by Regulation 7 of the Management of Health and Safety at Work Regulations 1999. (Please also see Section 4.32).
- 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 advice and support on complying with health and safety law.
- g. The effective management of the Health and Safety Service.
- h. Meeting the requirements outlined for a health and safety advisor, outlined below.

Deputy Head of Health and Safety Service

- 4.20. Is responsible for providing temporary cover and fulfilling the responsibilities of the head of health and safety service during the head of service's absence.
- 4.21. Supporting the Head of Health and Safety Service to implement the requirements outlined within this policy.
- 4.22. Meeting the requirements outlined for a health and safety advisor, outlined below.

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

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 compliance with the **Health and Safety Management System**.
- c. Compliance with the Property Safety Standards 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 Standards 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 Standards.
- 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 (in addition to maintenance), 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.

4.24. 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.

4.25. 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

4.26. 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 compliance with the 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

- 4.27. The provision of advice to managers on employee / officer related health matters.
- 4.28. 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

- 4.29. 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)**.
- 4.30. 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

- 4.31. The Health and Safety Service is responsible for:
 - a. The design, roll out, review and risk based auditing of the safety management arrangements outlined within this policy.
 - b. The provision of competent health and safety advice and support.
 - c. Investigation of particularly serious **Safety Incidents**.
- 4.32. The Health and Safety Service is an advisory service and provides a source of competent health and safety advice. Specialised risk areas may require additional competent advice to be sourced. The Health and Safety Service will advise whether it has internal competence for specialised areas upon request, as this will depend on the individual qualifications and / or experience of individual team members.
- 4.33. Ownership of safety risks rests with departments who have day to day control over the safety risk.
- 4.34. Responsibilities include ensuring:
 - a. Guidance is developed on complying with health and safety law.
 - b. Development, roll out and review of the safety management system.
 - c. The effective management of the accident / **Safety Incident** reporting system and record-keeping, and where applicable, reporting incidents under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) to the Health and Safety Executive.
 - d. Liaison with enforcement authorities (Health and Safety Executive, Public Health England and Fire Service).
 - e. Auditing of the effectiveness of safety management arrangements in a way which is commensurate to the level of risk posed by departments, reporting back findings to **The Force** Strategic Health and Safety Board.
 - f. Appropriate and meaningful proactive and reactive management information is developed and reported to **The Force** Strategic Health and Safety Board.

Health and Safety Advisors

- 4.35. Health and safety advisors are responsible for providing departments with health and safety advice and supporting them to comply with the health and safety arrangements outlined within this policy
- 4.36. Responsibilities include ensuring:



- a. The head and deputy head of the health and safety service are supported to discharge the responsibilities of the Health and Safety Service and the requirements outlined within this policy effectively.
- b. Carrying out safety reviews as outlined in the Annual Safety Review Plan.
- c. Complying with Health and Safety Service Standard Operating Procedures.
- d. Investigation of particularly serious **Safety Incidents**.
- e. Prior to undertaking site visits, taking on work or investigating **Safety Incidents**, identifying whether the work falls outside the scope of the job profile risk assessment for a health and safety advisor. Where this is the case, the safety advisor is responsible for notifying the head / deputy head of the Health and Safety Service and completing a suitable assessment of the risk.

Health and Safety Assistants

- 4.37. Health and Safety assistants are responsible for providing support to the health and safety advisors and deputy / head of health and safety service to discharge their responsibilities effectively.
- 4.38. Specific responsibilities include:
 - a. The effective day to day management of the Safety Incident reporting and record-keeping systems, including RIDDOR reporting.
 - b. The effective day to day management of the health and safety generic email inbox.
 - c. Complying with Health and Safety Service Standard Operating Procedures.

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

- 4.39. Responsibilities include ensuring:
 - a. Compliance with the **Health and Safety Management System**.
 - b. They take personal responsibility for their actions, taking reasonable steps to protect their health and safety and others affected by their activities.
 - c. Compliance with the health and safety management system and associated arrangements.
 - d. Compliance with the findings and **Control Measures** identified in risk assessments / safe systems of work.
 - e. All assaults, accidents, custody adverse incidents, **Near Misses** and use of force are reported by the end of a shift.

Responsibilities within Collaborated Services and Mutual Aid



-
- 4.40. Responsibilities for health and safety are identified within the Section 22A collaboration agreement.
- 4.41. 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. Safety Management Arrangements

Constituent parts of the safety management system

- 5.1. 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

- 5.2. 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.

Record of High and Very High Risk Departments

- 5.3. The purpose of **The Record of High and Very High Risk Departments** is to identify departments who need additional support from the Health and Safety Service, due to the high risk nature of their activities. The Record also ensures that the Strategic Health and Safety Board has oversight as to how well safety risk is being managed in these areas.

Annual Safety Review Plan

- 5.4. Each financial year, the Health and Safety Service will produce a Safety Review Plan. It will identify departments which have been selected for a safety review during that year. It will outline:
- Department name.
 - Inherent risk level.
 - The risk owner.
 - Nominated safety advisor.
- 5.5. A summary of the results of the review will be presented by the nominated health and safety advisor to the Strategic Health and Safety Board. Risk owners will be expected to provide comments and assurance to the Strategic Health and Safety Board where improvements have been identified.



-
- 5.6. The main focus of the Annual Safety Review Plan will be High and Very High Risk Departments (outlined below). It will also include dip checking of lower risk departments.

Seven Expectations of Senior Leaders in Managing Safety

- 5.7. To simplify expectations of risk owners, the Health and Safety Service produce a document called 'Seven Expectations of Senior Leaders in Managing Safety.' This document explains clearly and succinctly what senior leaders need to consider in managing safety risk.

The People Safety Standards

- 5.8. The People Safety Standards are a set of standards written in uncomplicated English, identifying expectations around the management of safety risk, associated with people. These are the standards that departments will be reviewed against during a safety review.
- 5.9. The purpose of the People Safety Standards is to set out in clear and uncomplicated English the Health and Safety Service's expectations of how the safety of people will be managed. This is to make it simple for risk owners to identify what safety arrangements they need to put in place, within their area of responsibility.

The Property Safety Standards

- 5.10. The Property Safety Standards are a set of standards written in uncomplicated English, identifying corporate expectations around the management of safety risk associated with the **Police Estate**. These are the standards that departments will be reviewed against during a safety review.
- 5.11. The purpose of the Property Safety Standards is to set out in clear and uncomplicated English the Health and Safety Service's expectations of how the safety of the **Police Estate** will be managed. This is to make it simple for risk to identify what safety arrangements they need to put in place, within their area of responsibility.

Safety Toolkits

- 5.12. The purpose of the safety toolkits is to identify in a clear and simple way, how to manage specific health and safety hazards.

Dynamic Risk Assessment



-
- 5.13. **Dynamic Risk Assessment** means an assessment of safety risk which is not initially documented.
- 5.14. **Dynamic risk assessment** can be used when, due to a rapidly changing hazardous situation, officers have no time to document their decision making. Officers must make use of their training, experience and the National Decision Model to manage safety risks in such situations. As soon as reasonably possible afterwards the significant findings of decision making must be documented and justified. **Dynamic Risk Assessment** must only be used where rapidly changing circumstances truly justifies it.
- 5.15. **Dynamic risk assessment** must not be used because of a lack of adequate planning for foreseeable safety hazards.

Operational Risk Assessments

- 5.16. Prior to a planned operation, the person in charge of that operation is responsible for assessing safety hazards to officers, staff and any other person who could be affected by the operation, making use of the National Decision Model. This must include:
- Identifying safety hazards to officers, staff and any other person who could be affected.
 - Ideally eliminating those safety hazards, or if not possible reducing and controlling the risk they pose to the lowest **Reasonably Practicable** level.
 - Briefing everyone who could be affected by the risk assessment (where reasonable to do so) as part of a pre operation briefings, explaining **Control measures** and how to use identified personal protective equipment correctly.
- 5.17. Where an activity is spontaneous, officers should make use of **Dynamic Risk Assessment** and their training, experience and the National Decision Model to manage safety risks and as soon as possible, document their decision making.

Job Role Risk Assessment

- 5.18. All job roles must have an associated **Job Role Risk Assessment**. This is a risk assessment which examines the safety hazards associated with a job role or cluster of similar job roles and identifies suitable **Control Measures** to manage those hazards.

Task Specific Risk Assessments

- 5.19. Particularly hazardous activities will require risk assessment which is more in depth and specific to the activity / work equipment and / or chemical, for example



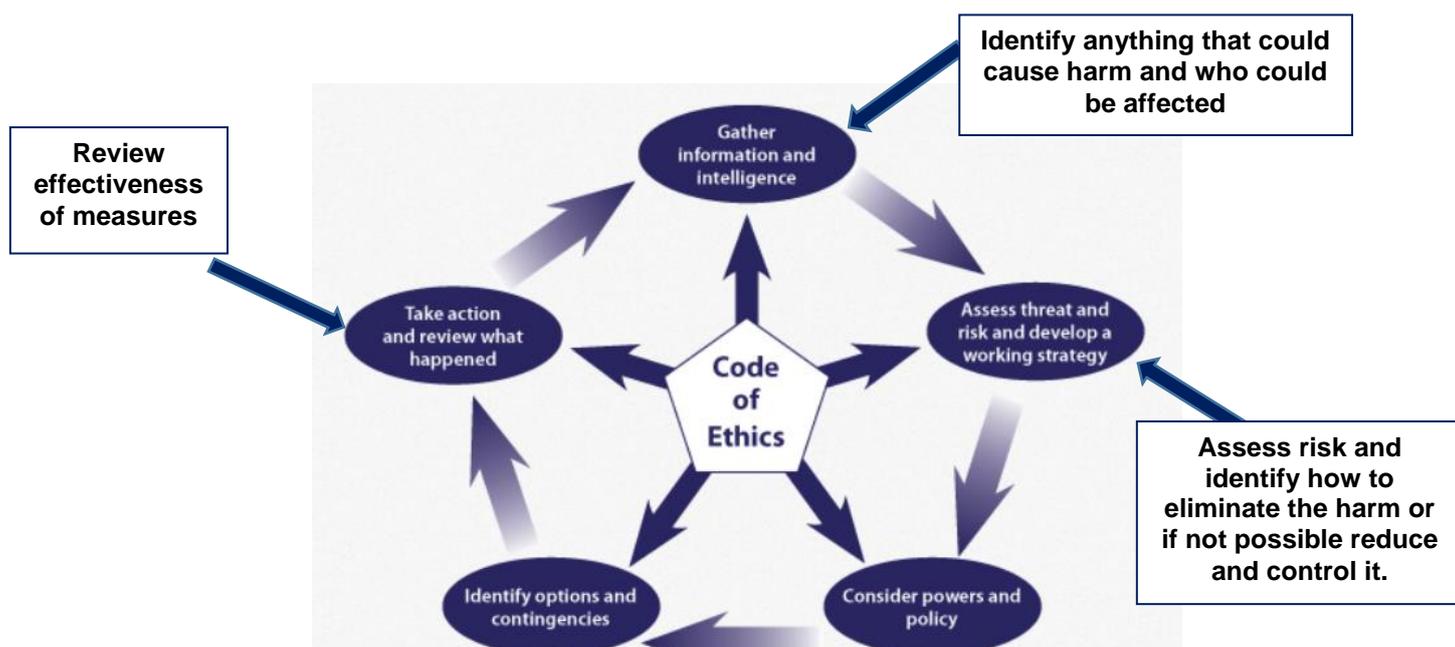
- a. Confined space working.
- b. First aid.
- c. Hazardous chemicals.
- d. Hazardous manual handling.
- e. Hazardous work equipment.

Operational Policing

5.20. Operational policing teams are expected to consider foreseeable safety hazards as part of general risk assessment. 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 must 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** must 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** must 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/>



Consultation

- 5.21. 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.
- 5.22. Health and safety consultation will take place through a combination of strategic and divisional / local health and safety meetings, which employee representatives will play an integral part.
- 5.23. 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.
- 5.24. 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

- 5.25. 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.
- 5.26. Examples of issues of strategic importance include:
 - a. The design, roll out 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

- 5.27. 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.



5.28. 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 must 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.

Figure 2: Summary of the Health and Safety Management System

5.29. 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



Record of High and Very High Risk Departments

Provides senior offices with management information on which departments pose the highest inherent risk and how well this risk is being managed. This transparency will drive improvement.

High and Very High risk departments are assigned two safety risk ratings. An inherent safety risk rating and a management risk rating (after a safety review).

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



Seven Expectations of Senior Leaders



Operational Risk Assessment / Job Role risk Assessment



Operational policing

Safety risk management integrated into existing systems wherever possible:

- **Operational Risk Assessment.**
- **Dynamic Risk Assessment.**
- **Job Role Risk Assessment.**
- Authorised Professional Practice. In particular making use of the National Decision Model.
- Specific role / task / service risk assessment where justified by risk level.

People Safety Standards

- 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

Property Safety Standards

- 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.



Focussing Resources Based on Inherent Safety Risk

- 5.30. The Health and Safety Service will allocate the amount of support it gives, and priority to reviewing the effectiveness of safety management arrangements using department risk profiling.
- 5.31. It will:
- Focus resources based on risk.
 - Free up resources to support the highest risk parts of the organisation.
 - Free up resources to support those who need the most support.
 - Leave lower risk services to self-manage using toolkits and guidance.
- 5.32. The Health and Safety Service will publish a list of departments it considers to be inherently High and Very High risk, due to the type of work they undertake. This will be published through the Strategic Health and Safety Board and on the Intranet pages of Surrey and Sussex Police. This will be called **The Record of High and Very High Risk Departments**.
- 5.33. The Identification of High and Very High Risk Departments will be a desktop exercise and feedback from the Strategic Health and Safety Board as to the accuracy of this review will be essential. It is also included as a responsibility of superintendents, chief superintendents and equivalent (heads of department) to actively check this record and flag with the Health and Safety service if they believe their department meets the criteria to be included on the Record.
- 5.34. High and Very High Risk departments will become the focus of the Health and Safety Service activities and will be offered greater support to manage risk.

Criteria to be included on the Record of High and Very High Risk Departments

Risk rating	Descriptor
Very high (4)	<ul style="list-style-type: none">Services undertaking particularly hazardous operations where a failure in safety systems would likely result in serious life changing injury or loss of life.
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.

- 5.35. The service that High and Very High Risk Departments will receive from the Health and Safety service is outlined within Standard Operating Procedure 4.



- 5.36. By default, departments not identified on **The Record of High and Very High Risk Departments** will be covered through general communications which will remind risk owners of their responsibilities through the use of the Seven/Eight Expectations of Senior Leaders documents.

Management risk (compliance with the safety management system)

- 5.37. When a department's safety performance is reviewed by the Health and Safety Service using the People / Property Safety Standards, 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%	Very high (4)

END



Seven Expectations of Senior Leaders in Managing Safety

Audience: Superintendent, chief superintendent and staff equivalent (heads of department).

An integral part of being a senior leader is being responsible for how the activities of your department affect the safety of officers, staff and anyone else affected by what your department does. We have summarised your responsibilities into seven expectations. We appreciate some of these responsibilities may be delegated but ensuring they are taking place remains your responsibility.

Expectation	Explanation
<p>1. All planned police operations and activities have an operational risk assessment.</p> <p>(For non-operational departments, this expectation also applies to significant activities that your department undertakes)</p>	<p>Ensuring police operations don't cause unnecessary harm helps maintain public trust and confidence in what we do.</p> <p>For specific activities (e.g. a planned police operation or event) you must consider how your department's activities will affect the safety of officers, staff and any other person who could be affected (including members of the public and detainees) through a risk assessment. The risk assessment must ideally outline how safety hazards will be eliminated or if not possible, reduced and controlled.</p> <p>Particularly hazardous activities will require risk assessment which is more in depth and specific to the activity / work equipment and / or chemical, for example confined space working, hazardous chemicals, hazardous manual handling and hazardous work equipment.</p> <p>Template and guidance toolkit below:</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  Risk Assessment Template.doc </div> <div style="text-align: center;">  Risk Assessment Toolkit.doc </div> </div>
<p>2. All job roles (or clusters of similar roles) have a job role risk assessment</p>	<p>A job role risk assessment looks at what can cause harm in relation to particular job roles, and what can be done to keep our people safe and at work.</p> <p>It identifies what the safety hazards are and how they will ideally be eliminated or if not possible reduced and controlled. You can cluster similar job roles together, to avoid doing lots of assessments.</p> <p>We have written two examples for you including office based police staff and Police Officer / PCSO. They <u>must</u> be modified to meet individual circumstances. There is also a quick guide explaining Job Role Risk Assessment.</p> <p>Particularly hazardous activities will require risk assessment which is</p>

Health and Safety Service

Surrey and Sussex Police

Seven Expectations of Senior Leaders in Managing Safety



	more in depth and specific
3. Dynamic risk assessment is used when the circumstances truly justify it	<p>Where officers and staff are presented with a hazardous situation which requires rapid action and decision making, dynamic risk assessment can be used. Officers must make use of their training, experience and the National Decision Model to manage safety risks in such situations. As soon as reasonably possible afterwards, the significant findings of this decision making must be documented and justified.</p> <p>Dynamic risk assessment must only be used where rapidly changing circumstances truly justifies it and not because of a lack of adequate planning for foreseeable safety hazards.</p>
4. If anyone is injured as a result of what your department does (or could have been), including members of the public or detainees, it must be reported. You can do this using FIAMS in Sussex or 12/2 in Surrey.	<p>If an incident results in an officer or staff member being off for 3 or more days you must let us know and again if they are still off after 7 days (excluding day of the incident).</p> <p>You must also tell us if a detainee or member of the public is taken to hospital as a result of police activity.</p> <p>Please also tell us about near misses. These are situations or incidents which came close to causing harm (an injury for example), but didn't. Near misses are an opportunity to learn and prevent a reoccurrence in the future.</p> <p>You must carry out a proportional investigation into incidents, to prevent a reoccurrence.</p>
5. You actively consult with and involve officers and staff about safety risk.	<p>This is taking time to listen to officers and staff about any concerns or suggestions that they may have. This can be included in existing meetings.</p>
6. Equipment is maintained in a safe condition.	<p>Equipment issued to and used by officers and staff is maintained in a safe condition.</p>
7. If you are responsible for the safety of buildings, they are maintained in a safe condition.	<p>This is generally the responsibility of Estates and Facilities but you must be clear what Estates will be responsible for and what your department takes responsibility for.</p>

Further more detailed information is available in the Surrey and Sussex Police Health and Safety Policy and Arrangements which you must read.