

Health and Safety Strategic Plan 2022- 2025

COT Paper

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1. Executive Summary

A strategic plan for Health and Safety will enable us to focus on specific areas in Gwent Police and departments where we seek to meet and exceed our obligations in respect of Health and Safety.

This document contains the aims of Health and Safety over the next three years. Some of the key individual projects we will aim to deliver that will drive change are:

- Embedding and Developing the BeSafe system within GWP
- Further develop the H&S presence on the Beat to enhance access to H&S information and guidance, communication, and control
- Continue the roll-out of the zonal fire evacuation programme
- Competent person programme
- Roll out of the IOSH Managing Safety programme for all managers and supervisors
- Establish internal audit of Construction, Design and Management (CDM) arrangements
- Extend the fire evacuation arrangements to consider emergencies other than fire

Benefits of good health and safety

Addressing health and safety should not be seen as a regulatory burden: it offers significant opportunities. Benefits can include: reduced costs and reduced risks – employee absence and turnover rates are lower, accidents are fewer, the threat of legal action is lessened; improved standing among suppliers and partners; a better reputation for corporate responsibility amongst those we serve, and our communities; increased productivity – employees are healthier, happier and better motivated (Based on Institute of Directors and Health and Safety Executive's Leading Health and Safety at Work guide)

If we are successful in the aims set out in this report, we can:

- Ensure that processes are in place to monitor the condition of our premises such that they provide safe, healthy environments in which our people can thrive at work.
- Support the development and introduction of equipment and systems of work that are safe and healthy.
- Act to support the provision of a working environment that contains adequate facilities and arrangements for staff welfare.
- Ensure that adequate H&S information, instruction, training, and supervision is provided
- Advise on resourcing to comply with health and safety legislation.



- Champion health and safety such that it is given equal importance to other organisational objectives.
- Encourage involvement of all our officers, staff, safety representatives and volunteers in all aspects of health and safety.
- Promote a positive culture towards health, safety, and welfare issues through the implementation of a health and safety management system.
- Measure and monitor our health and safety performance with the aim of continuous improvement across the organisation.

Our output as a result of these activities will compliment other People Services objectives with regard to:

- Increasing staff commitment and productivity;
- Better staff retention;
- Reduction of sick leave and absenteeism;
- Building a more resilient workforce; and
- Enhancing reputation

2. Introduction

The Chief Constable and the Police and Crime Commissioner recognise health and safety as a high priority and an integral part of an efficient police service

We recognise that good management of health and safety has positive benefits in providing excellent service and protection for the communities we serve

We will strive to achieve exemplary standards of health and safety for all employees (Police Officers, Police Staff, OPCC Staff, and volunteers) so far as is reasonably practicable, and in view of the dynamic nature of operational policing



3. The Vision and Mission of Health and Safety

The Vision

Our vision is to fully embed a H&S culture at Gwent that:

- We can all be proud of;
- that keeps our people's H&S high on the agenda
- acts as an enabler of the operational performance we seek to deliver on a

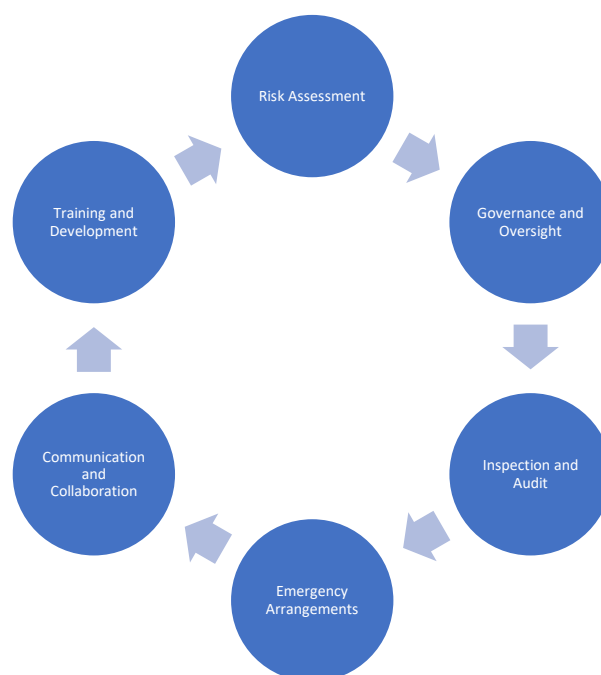
Our Mission

- To build on the foundations of Health and Safety governance established through the formulation of the Health and Safety Scrutiny and Service Area Safety Committee structure.
- Develop the Team Gwent approach that involves everyone taking responsibility for health and safety, supporting our aims to reduce risk, improve compliance and enhance everyone's health and safety in the conduct of their work.
- To move from a proactive Health and Safety organisation to one that represents a fully integrated model of safety



4. Aims

Over the next 3 years, Health and Safety will focus on the aspects displayed in the below image:



4a. Risk Assessment

Through the process of risk assessment Gwent Police seek to identify, evaluate and effectively manage its risk exposure thereby reducing the number of accidents/incidents and losses that could impact on individuals and the organisation.

All work activities and activities connected to the undertakings of Gwent Police should be risk assessed using the Gwent Police standardised general risk assessment format detailed in the Risk Assessment Step by Step Guidance available from HealthAndSafety@gwent.police.uk. General risk assessments may be complemented using specific risk assessments where necessary. Risk assessments should be made available to all involved with conducting the activities and are to be kept under regular review, at least every 3 years or more frequently in the light of significant changes or accidents.



The Health and Safety department has been collating a consolidated list of risk assessments in place throughout the force. Work is now required to ensure that each service area/department has established a Risk Assessment Programme to plan, prioritise, implement and review risk assessments for its specific undertakings.

Looking ahead the intention will be to enable risk assessments to be conducted and held via the BeSafe Health and Safety management system tool.

A risk register has been established and is reviewed regularly at the H&S Scrutiny meeting

4b. Governance and Oversight

Our evaluation of our current safety model is one of a culture that is proactive and that:

- Promotes personal knowledge, responsibility and standards
- Considers safety in our business decisions
- Seeks to prevent what might go wrong in the future
- Encourages and recognises positive behaviour and beliefs
- Seeks continuous improvement
- Incorporates safety as a mainstream of job roles
- Focusses on assurance
- Has an awareness of risk but is not risk averse
- Sees strong visible leadership behaviours throughout

Our objective over the next few years will be to see us move to an integrated model of safety where we establish:

- A pragmatic, business-focused and challenge-based culture that drives innovation in processes and approaches
- Safety and health links to cost savings and resourcing gains
- A focus on major risks
- Safety and Health governance is fully integrated into the broader organisational governance framework
- The safety team is viewed as an enabling function, driving broader organisation value
- Safety and health governance extends to the farthest reaches of the supply chain
- Strong visible leadership behaviours are evident through all layers of the organisation and are credible and impactful

H&S Scrutiny and Service Area Safety Committees

Strategic direction on Health and Safety matters is conducted on behalf of the Chief Constable via the 'Health and Safety Scrutiny Committee'. This forum is established to demonstrate Board level commitment and is required to meet regularly to establish



policy, provide resources, determine and promote a positive Health and Safety culture, and monitor the effectiveness of Health and Safety for the force.

Systematic Health and Safety Management is carried out by Service Areas Safety Committees (SASC) supported by competent staff to undertake risk assessments, prepare and implement policies, procedures (systems of work) and undertake safety inspections. They also provide appropriate levels of supervision and provide information to assist strategic level decision makers formulate and where appropriate review policies and arrangements. The key role at this level is to plan effectively, to establish risk control systems, workplace precautions and performance standards. Co-ordination, advice and consultation with employee's and safety representatives also sits at this level



Our intent going forward is to build upon the SASC network foundations to enable the implementation of our three-year plan

4c. Inspection and Audit

The Health and Safety team and service departments implement a programme of audits/inspections that examines the effectiveness of the health and safety management system within Gwent Police.

Each department is expected to co-operate fully with the audit/inspection process and to take cognisance of audit results in continually improving its health and safety management system.



The internal programme of Health and Safety audit is in its infancy but a plan exists to ensure that the GWP estate and organisation is subject to internal Health and Safety audit within the next two years.

4d. Emergency Arrangements

A programme has been established to review our provision of Health and Safety competent persons (first aiders, fire wardens and DSE assessors).

A review of the First Aid policy has been completed and is under final review with a view to carrying forward the relevant provisioning and training. We have identified required nominated 1st aiders who have been either trained or are scheduled for training.

A similar exercise is underway with regard to provision of fire wardens and marshals. The training and drills associated with fire arrangements are to be taken forward as part of the zonal fire evacuation programme.

Provision of workstation assessors is now established as being a core role of managers and supervisors

4e. Communication and Collaboration

The Health and Safety presence on the internal intranet site The Beat has been updated and content refreshed. We intend to further develop this presence to enhance access to relevant H&S information and guidance, communication, and control

4f. Training and Development

Core training for Leadership and Management has been established through the provision of the IOSH Leading and Managing Safely courses. All managers and supervisors are required to attend the three-day managing safely course of which we are currently one year into a three-year programme. College Learn mandatory Health and Safety e-training is required in the following topics:

<https://www.learn.college.police.uk>

- Introduction to H&S at GWP (Package in creation with L&D)
- Zonal emergency evacuations

All employees repeat the below every 3 years:

- Display Screen Equipment (DSE) e-learning
- Fire Safety e-learning
- COSHH E-learning
- Electrical Safety E-Learning
- Manual Handling E-Learning



- Asbestos awareness E-learning
- Risk assessment E-learning

Managers and competent persons must also complete:

- Gwent Police Workstation (DSE) Assessor Training
- Fire warden e-learning

5. Three Year Health and Safety Plan

Year 1 – 2022 – 2023

- Embedding BeSafe system within GWP - rolling out system live for IOD and DSE process. monitoring system, problem solving, helping users to use system, developing reporting further, establishing change within organisation. Training team up to be comfortable reporting from system.
- Further develop the H&S presence on the Beat to enhance access to H&S information and guidance, communication, and control
- Establish arrangements to seek assurance from any landlords or tenants where GWP are based those relevant H&S matters are suitably addressed e.g., risk assessments, and that adequate consultation and co-operation arrangements are in place
- Continue the roll-out of the zonal fire evacuation programme
- Competent person programme
- Year 2 of IOSH Managing Safety programme for managers and supervisors
- Establish internal audit of Construction, Design and Management (CDM) arrangements
- Support to COVID Recovery Group as required

Year 2 – 2023 – 2024

- Audit and inspection process on BeSafe
- Embed the zonal fire evacuation programme
- Develop a programme of contractor monitoring – encouraging a forum for the sharing of best practice
- Year 3 of IOSH Managing Safely programme for managers and supervisors
- Embed arrangements for internal audit of CDM arrangements
- Support to provide oversight of Client CDM arrangements relating to Demolition of Old HQ
- Complete internal audit cycle across the Estate

Year 3 – 2024 – 2025

- Risk assessment process on BeSafe
- Develop arrangements to extend the fire evacuation arrangements to consider emergencies other than fire
- CDM support to Estate's programme
- Update internal Audit theme



- Consider extending programme of internal audit to include other Regional Forces

6. Financial Considerations

Budget has been set to accommodate the 2022-2023 elements of the plan.

7. Personnel Considerations

Health and Safety Department

The People Services review in 2020 identified health and safety as a substantial area of risk for the force and resulted in the establishment of an health and safety adviser post and an assistant officer post to provide essential support to the H&S Manager.

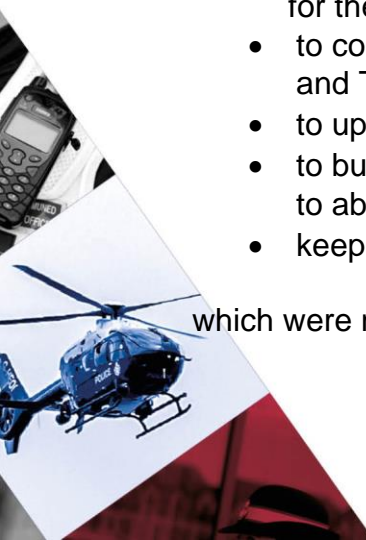
The appointment of competent individuals in all three roles has ensured that great strides have been made in terms of developing a suitable health and safety management system within the force. Since the review the implementation of an health and safety scrutiny plan has clarified the scope and scale of risk the forces exposed to and it was evident from this work that the development and implementation of required processes and arrangements to control such risk in a timely manner could not be achieved without additional competent resource at adviser level.

A paper was submitted to Service Improvement Board on 21st July 2021 seeking approval to appoint at adviser level (POB) but due to constraints on staff budgets at the time it was unable to put the permanent pressure of this role change on to establishment at that time and an honorarium was paid to the assistant officer Sc 4 position whilst they carried out the Advisor responsibilities at (POB) until the 31st March 2022. Approval was later provided to convert this position to a POB Fixed term contract which commenced on 1 Nov 2023.

Subsequently, approval was given to appoint a temporary Assistant Officer (Scale 4) for a 12 month period from 1 Nov 21 to undertake the following activities:

- enable the changes and work necessary to install eSafety, (now known as BeSafe), an accident and incident reporting and Display Screen Risk Assessment function for Police Staff and Officers and an analytical function for the Health and Safety team.
- to collate and rationalise our database of Generic, Building, Departmental and Task risk assessments across the force;
- to update key Health and Safety guidance and materials;
- to build the Health and Safety presence on the Beat to enable ready access to above; and
- keeping track of competent persons (fire warden/first-aider/DSE assessors)

which were not being taken forward due to a lack of resource.



A temporary support officer has been with us for 2 months, during which time activity has commenced to transfer records and assessments from paper based risk assessment and Incident reports to the BeSafe system. This work will continue for a number of months, after which the resource will be utilised to collate and rationalise our database of Generic, Building, Departmental and Task risk assessments across the force, update key Health and Safety guidance and materials and keep track of competent persons (fire warden/first-aider/DSE assessors).

Additional tasks have recently been placed on the H&S department relating to the assessment and support of staff with Neurodiversity (primarily Dyslexia) conditions. It is anticipated that this will generate additional work for an advisor (nominated as an assessor) and the support officer to process and maintain relevant equipment requisitions and associated Access to Work documentation.

Substantial risk reduction gains have been made as a result of the People Services review but there remains much to be done to firmly embed these gains and move forward to reduce risks, where reasonably practicable to do so, to a low level across the force. With this in mind it is highly recommended that the structure be made a permanent feature going forward and that the Health and Safety Department be resourced accordingly with a Health and Safety Manager and two permanent Health and Safety Advisors and that the temporary Support Officer also be made a permanent position.

SASC Leads and Representatives

Whilst individuals have been identified with SASCs to take forward H&S responsibilities there remains further work to be undertaken to consider embedding such responsibilities into specific job roles.

9. Legal Implications

We will comply fully with the Health and Safety at Work etc. Act 1974, all other relevant statutory provisions and approved codes of practice

10. Equalities and Human Rights Considerations

Health and Safety is promoted and is to be considered for all Staff and Officers throughout the Force promoting Equality and Diversity and has been assessed not to discriminate against any group.

In preparing this report, consideration has been given to requirements of the Articles contained in the European Convention on Human Rights and the Human Rights Act 1998.



11. Risk

Moral, Legal and Financial risk presents should the Force make inadequate provision to comply with relevant legislation.

12. Public Interest

This is a consultative paper and not for public release.

13. Contact Officer

Peter Thorne

