

ORIGINATOR: CHIEF CONSTABLE

PAPER NO: AP17/37

**SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL –
16 JUNE 2017**

SUBJECT: ANNUAL HEALTH AND SAFETY REPORT 2016/17

SUMMARY:

1. The Annual Health and Safety Report provides an update on Health and Safety compliance and performance for the Constabulary during 2016/17.

RECOMMENDATION:

1. The Accountability and Performance Panel is asked to note the content of this report and endorse the planned priorities for 2017/18.

DETAIL OF THE SUBMISSION

1. HEALTH AND SAFETY AND POLICING

1.1 The application and on occasion compliance with health and safety law can be challenging for the Constabulary in relation to many of our operational activities because:

- we have to send Police Officers and staff into dangerous situations, in circumstances whereby anyone else would be seeking to get away from the danger;
- there is often an unrealistic public expectation that Police Officers and staff will put themselves at risk to protect the public;
- we have to take into account the wider purpose of the Constabulary, including public safety and the legal framework within which we operate, and not act solely to protect our own Police Officers and staff;
- in fighting crime, the Constabulary is, in effect, reducing the overall risk to the public – however, in doing so, police activities may create other risks;
- many incidents we face occur without warning and individual Police Officers may, from time to time, be confronted with situations outside their experience and training;
- Police Officers may need to take actions which put the public and themselves at risk. This is appropriate when the benefits from taking these risks outweigh the sum of all other risks;
- some of the incidents we deal with develop and change at speed;
- we have to prepare individual Police Officers and staff to be able to make tough and complex decisions in foreseeable situations that may be dangerous, fast moving, emotionally charged and pressurised, even if there is incomplete or inaccurate information about the incident;
- we have to respond to dangerous situations which are not of our own making - this is different to most other sectors where it is the employer's own business that creates the risks; and
- we may not be able to control or mitigate all aspects of our working environment.

2. OUR HEALTH AND SAFETY DUTIES

2.1 The Health and Safety at Work etc. Act 1974 (HSWA) applies to all activities of the Constabulary. The primary duties under HSAW are on employers. Since 1998, Chief Constables are deemed the employers of Police Officers. The Police Authority is the employer of all other staff.

2.2 HSWA requires employers to ensure the health, safety and welfare at work of their employees, and to ensure that their activities do not adversely affect the health and safety of other people. These health and safety duties are not absolute and each is qualified by the test of what is reasonably practicable. HSWA therefore, does not require all risks to be eliminated, and the Health and Safety Executive (HSE) who regulate and enforce against the Constabulary recognise this. Even when all reasonably practicable precautions have been taken to deal with foreseeable risks, injuries and deaths could still occur; and it may be necessary to take some risks to secure the wider benefit of public safety.

2.3 HSWA also places duties on employees to take reasonable care of themselves and others and to co-operate with their employer. In essence, this means that Police Officers and staff should act sensibly and responsibly within the command and control of their employer; they should not act recklessly. However, the Constabulary and the HSE recognise that in protecting the public, individuals may, very occasionally and in extreme cases, decide to put themselves at risk in acts of true

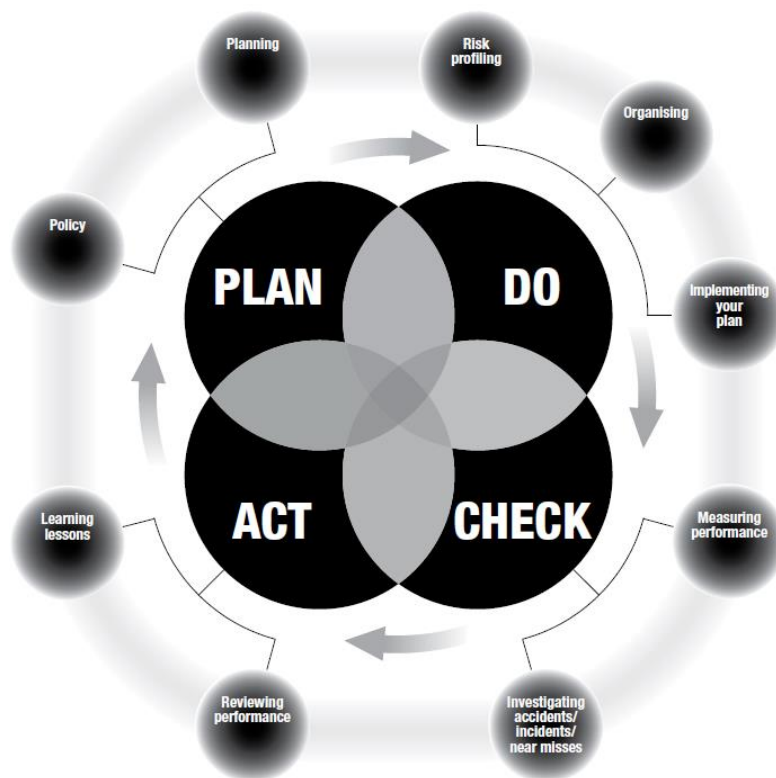
heroism. In these rare circumstances, the HSE takes the view that HSWA has not been breached by the Constabulary and that it would not be in the public interest to take action against the individual. Equally, the HSE and the Constabulary, recognise that in such extreme cases everyone has the right to make personal choices and that individuals may choose not put themselves at unreasonable risk.

3. Health and Safety Management System

3.1 Police Officers and staff expect adequate health and safety management systems that:

- take account of the bigger picture including the wider legal and regulatory context in which they operate, so that the Constabulary can:
 - fight crime and protect the public through delivery of an effective service; and
 - enable Police Officers and staff to take appropriate care for their own, their colleagues' and the public's health and safety;
- include robust, proportionate and carefully considered and non-bureaucratic risk assessments which:
 - identify significant risks;
 - set out safe systems of work which specify appropriate control measures, equipment and competencies; and
 - are effectively implemented.

3.2 The Constabulary has in place a health and safety management system which is controlled and administered by a dedicated set of professionals within the Health and Safety Team. The management system is based upon the 'Plan, Do, Check, Act' cycle which provides a balance between the systems and behavioural aspects of management. It also treats health and safety management as an integral part of good management generally, rather than a standalone system. This means that health and safety considerations should form part of our everyday roles in all areas.



- 3.3 We have a written statement of our general policy with respect to the health and safety at work of our employees, and the organisation and arrangements to fulfil this. Such a policy is required by HSWA. The policy statement for Suffolk Constabulary is now a joint document with Norfolk Constabulary and was signed by the Chief Constables and Police and Crime Commissioners during May 2016.
- 3.4 In the Joint Health and Safety Policy we recognise that good health and safety management has positive benefits in providing excellent service and protection for the communities we serve. We are committed to achieving exemplary standards of health and safety for all our employees in so far as is reasonably practicable, and in view of the dynamic nature of operational policing. To achieve this we:
- Provide and maintain premises, equipment and systems of work that are safe and healthy;
 - Ensure that the working environment contains adequate facilities and arrangements for staff welfare;
 - Provide sufficient information, training and instruction to employees or individuals acting on our behalf;
 - Allocate sufficient resources to comply with all relevant health and safety legislation as a minimum requirement;
 - Ensure that health and safety is given equal importance to other organisational objectives;
 - Ensure that hazards are identified and assessments of risk are undertaken;
 - Encourage involvement of our employees in the implementation of the health and safety policy;
 - Measure and monitor our health and safety performance with the aim of continuous improvement across the organisation;
 - Promote communication and co-operation with all partner agencies on all matters relating to health and safety;
 - Undertake periodic review of our health and safety policy and arrangements.
- 3.5 A new document entitled 'Health and Safety Policy Statement - Meeting the Requirements' was produced during 2016/17 providing an overview of how the Constabulary fulfils the Health and Safety Policy and our legal obligations. The breadth of health and safety requirements is significantly wide and the 'Meeting the Requirements' document provides the broad framework we have in place. A copy of the document can be found in **Appendix A**.
- 3.6 Beyond the Health and Safety Policy, we have a range of written health and safety arrangements which provide clear information, instruction and guidance in all areas. These are further supported by a number of generic and specific risk assessments which identify the hazards, risks and control measures. All of these documents are easily accessible to all Police Officers and staff via dedicated pages on the Collaboration Portal Intranet.
- 3.7 The Joint Force Health and Safety Committee, chaired by Deputy Chief Constable Nick Dean, Norfolk Constabulary, continues to represent the overarching governance committee, where departments in both Norfolk and Suffolk are accountable for their Health and Safety performance. The Committee continues to meet quarterly via video conference, with representation from key staff associations and departmental heads from areas such as County Policing Command, Protective Services and Joint Justice Services. The period has seen a set of established Key

Performance Indicators reported on and monitored at the committee which are centred around ensuring:

- The maintenance of statutory reporting in accordance with the Reporting of Injuries, Diseases and Dangerous Occurrence Regulations (as amended) 2013;
- Operational risk assessments are being reviewed annually to ensure the ongoing safety of those Police Officers and staff in the front line through the application of effective workplace controls;
- Health & Safety Inspections and monitoring activities are being undertaken to maintain a safe and healthy working environment;
- Satisfactory completion rates for mandated training requirements including Fire & Bomb Safety Awareness;
- Fire Risk Assessments as required by the Regulatory Reform (Fire Safety) Order 2005 are undertaken periodically and that the associated actions are being monitored and addressed as required.

3.8 The Committee also receives a quarterly briefing articulating the key occurrences and lessons learnt within the health and safety management system.

3.9 As part of a collaborated approach to Health and Safety training across both Constabularies, the Health and Safety Team produces an annual training plan offering core training inputs to all Police Officer and staff grades. The training plan is accessible from the joint health and safety Collaboration Portal Intranet and includes training courses on:

- Chief Officer Health & Safety;
- IOSH Managing Safely;
- Health & Safety for Managers/Supervisors;
- Display Screen Equipment Assessor;
- Evacuation Marshal;
- Basic Manual Handling;
- Responsible Person Training;
- Fire and Bomb Awareness;
- Ladder Awareness;
- Risk Assessment.

3.10 This fulfils part of the legal requirement for the provision of information, training and instruction as required under Section 2 of the Health and Safety at Work etc. Act 1974 and associated Regulations.

3.11 To be effective, our internal health and safety management system is partly influenced by the HSE Strategy 'Helping Great Britain work well' amongst other external factors and internal ones such as emerging hazards or accident, incident and near miss trends. The HSE Strategy recognises that Great Britain's health and safety record is the envy of much of the world. Central to this is protecting people by managing risk in a proportionate and effective way, supporting innovation and increasing productivity. The challenge is to improve even further on this impressive record. In support of the HSE Strategy a number of sector specific plans exist which outline the top three strategic priorities for the sectors and the action they propose to take. The Constabulary falls under the draft HSE Public Services Sector Plan.

- 3.12 The three key priorities for the HSE outlined in the Public Services Sector Plan are:
- Reducing the high levels of ill health and work-related stress and Musculoskeletal Disorders;
 - Tackling specific safety issues in high-hazard activities, such as realistic training in the military;
 - Maintaining established standards as service provision becomes fragmented and new forms of delivery emerge.

3.13 These priorities were considered when formulating the new Workplace, Health, Safety and Wellbeing Strategy referred to in section 6.0 later. The Sector Priorities provide the Constabulary with potential areas that the HSE could concentrate on when considering our health and safety compliance. It also allows us the opportunity to make continual improvements to our management systems, for example realistic training in the Police Service.

4. ACCIDENTS, INCIDENT AND NEAR MISSES 2016/17

4.1 All accidents, incidents, injuries, incidences of ill health, hazards or near misses which occur to employees (e.g. Police Officers, Police staff) or non-employees (e.g. visitors, members of the public, detainees etc.) should be reported where there is evidence that they are related to the work of Constabulary – that is, that one of the following factors played a significant role in an incident or the development of, or exacerbation of an ill health condition:

- the way in which work was carried out, or the management of the work;
- any machinery, plant, substance, or equipment which was used for the work,;
- or the condition of the site or premises.

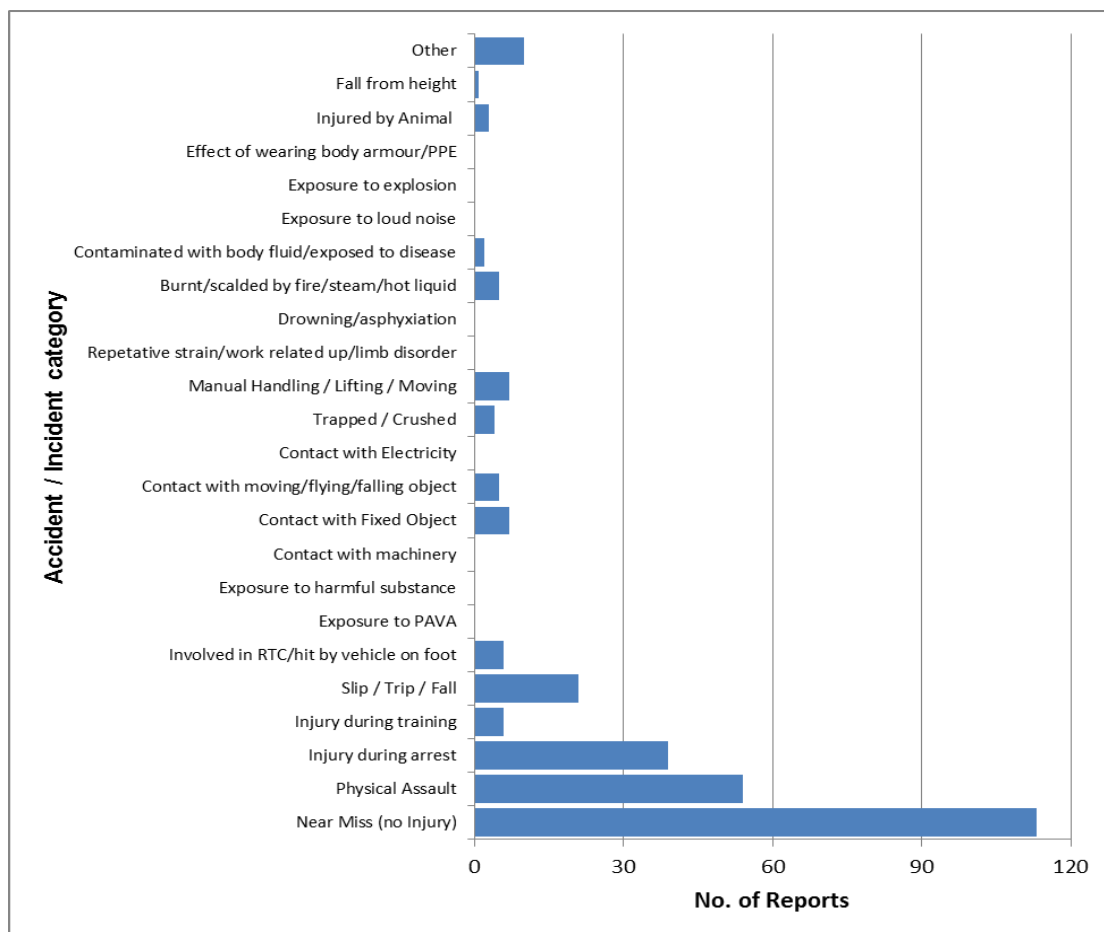
4.2 The Health and Safety Team:

- Provide arrangements for the reporting of all accidents, incidents and near misses in the workplace;
- Ensure that all reportable injuries, diseases and dangerous occurrences are reported to the Health and Safety Executive in accordance with statutory requirements;
- Ensure that accidents and incidents are investigated and where appropriate remedial actions are taken to prevent re-occurrence;
- Ensure through accident and incident reporting that statistics and management information exists to enable trend analysis, and assist in improving preventative measures through lessons learnt or changes to training such as through personal safety training.

4.3 During 2016/17, 283 reports of an accident, incident or near miss were reported. This is a rise when compared to previous years:

Period	Suffolk
2016/17	283
2015/16	218
2014/15	232
2013/14	218

4.4 The reports are categorised into accident/incidents types as per the graph below:

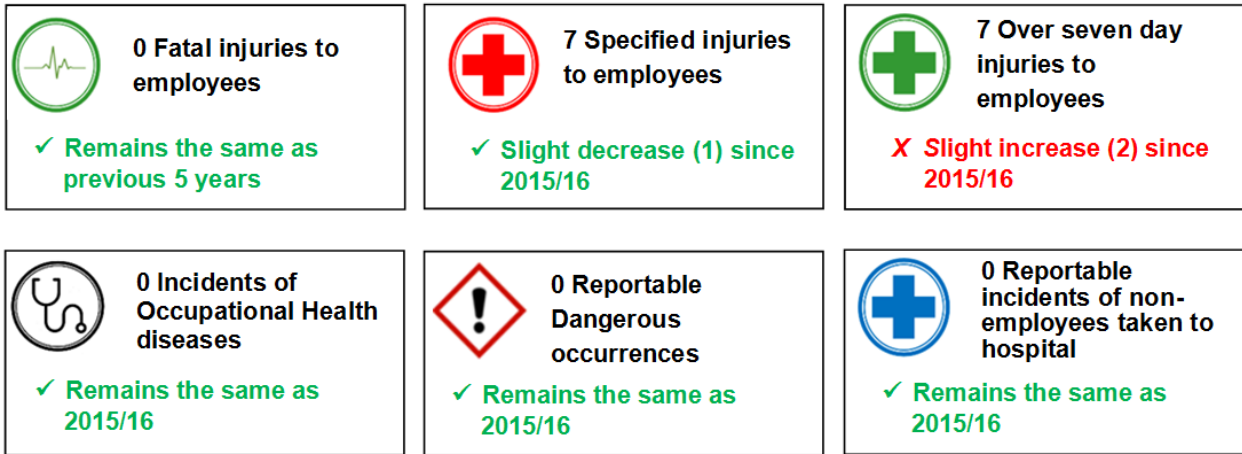


4.5 Physical assaults, injury during arrest and slips, trips and falls; all remain high causes of accidents and incidents. These are areas that the Health and Safety Team will, whilst working with departments such as Personal Safety Training, try to ensure that suitable and sufficient information, instruction and training is provided to Police Officers and staff to try and prevent/reduce a recurrence.

4.6 The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) requires the Constabulary to report to the HSE certain workplace related injuries, disease and dangerous occurrences without delay. This includes:

- accidents resulting in the death of any person;
- accidents resulting in specified injuries to workers;
- over-seven-day incapacitation of a worker;
- non-fatal accidents requiring hospital treatment to non-workers and;
- dangerous occurrences.

4.7 Summary of key reports submitted by Suffolk Constabulary (all employees e.g. Police Officers and Police Staff):



4.8 During 2016/17 Suffolk Constabulary reported 14 accidents/incidents to the HSE, this is a rise of 3 when compared to 2015/16. The majority resulted in over seven days incapacitation from work as follows:

- County Policing Command
 - Officer lacerated forearm as a result of being forced into window pane
 - Officer knocked off cycle fracturing elbow
 - Officer bitten by male on forearm during arrest resulting in hand fracture
 - During pursuit of suspect, Officer has fallen 8ft over a retaining wall fracturing left foot
 - During pursuit of suspect have fallen 8ft over a retaining wall spraining ankle
 - After detaining a suspect, Officer stepped off curb into pothole fracturing ankle
 - Officer pinned to ground and suspect banged officer's head onto ground causing multiple injuries
 - Officer knocked off bicycle, fractured hand
 - Officer fractured rib during an arrest
- Protective Services
 - Member of staff badly bruised from tripping over
 - Motorcycle Officer involved in RTC – fractured neck and multiple fractures to the wrist
- Joint Justice Service
 - Assaulted by detainee (punched in face) causing facial injuries
 - Without warning the detainee punched Police Officer's face
- Joint Estates & Facilities
 - Fractures to shoulder falling down stairs

4.9 Of the reports received by the Health and Safety Team, 113 were recorded as near misses, for which the majority highlighted concerns over potential lack of officer resources. These are highlighted with the relevant Commanders. The HSE define a Near Miss as "...any incident, accident or emergency which did not result in an injury..." and reporting of near misses is important to the Constabulary in order to provide a true picture of current compliance or potential hazards and risks to address.

4.10 The Health and Safety Team are now comparing reported accidents and incidents, with reported 'Use of Force' forms which require an indication of whether a personal injury is sustained by a Police Officer through the use of force. Comparisons from October 2016 to the end of March 2017 indicate that a significant number of Police Officers are sustaining an injury but are not necessarily submitting an Accident,

Incident, and Near Miss Report – potential underreporting. During 2017/18 we will be looking at ensuring more accurate data is obtained to enable additional evidence based improvements to information, instruction and training and this will require improved reporting initially.

- 4.11 No enforcement interventions were taken by the HSE in respect of notifiable accidents and incidents during 2016/17.

5. HEALTH AND SAFETY INTERVENTIONS

- 5.1 The Health and Safety Team forms part of the Workplace, Health, Safety and Wellbeing Service. A number of proactive interventions are carried out in order to ensure that the Constabulary effectively monitors and audits health and safety performance and compliance. This includes:

- Premises Inspections (Suffolk) – 41 were completed during 2016/17 resulting in action plan's for improvements to raise standards;
- Attendance and production of health and safety reports/dates to Departmental Senior Leadership/Management Meetings;
- Managing the quarterly Joint Health and Safety Committee workload ensuring that the Police Federation, UNISON and representatives from all departments work together to ensure compliance with health and safety obligations;
- Risks Assessments – support reviews; production and audits of 167 risk assessments. Additional specialist support provided for several other risk assessments e.g. Operation Phonetic.
- Production of Health and Safety Arrangements;
- Advice and Guidance;
- 7 Safety Alerts – providing key safety information on hazards, risks and control measures
 - PAVA Irritant – Reminder Important Safety Information regarding Contact Lens Users
 - PAVA Irritant Spray – Irrigating the Eyes and Face
 - Heroin Containing Fentanyl
 - Taser Torch
 - iPhone Stun Gun
 - Invasive Group A Streptococcal Infections
 - Gas Cylinders and Cannabis
- Investigation of Complaints – regarding workplace or working conditions that may affect an individual's health and safety
- Training courses provided – e.g. inductions, IOSH Managing Safely, DSE Assessors, Ladder Safety, Manual Handling.

6. WORKPLACE, HEALTH, SAFETY AND WELLBEING STRATEGY

- 6.1 The Occupational Health, Safety and Wellbeing Department has recently undergone a restructure that envisions a change to ways of working and culture. In order to embed these new ways of working and to allow for proactive development of the department, a strategy has been written to define the concepts of the new Workplace Health, Safety and Wellbeing (WHSW) department and set the priorities for 2017-2018.

- 6.2 Norfolk and Suffolk Constabularies are already committed to achieving exemplary standards of health and safety for all employees in so far as is reasonably practicable, taking into account the dynamic nature of operational policing. The Health and Safety team will work with the organisations to support and promote healthy and safe workplaces where people want to work. The team, consisting of a manager and advisors, will work to the Health and Safety at Work etc. Act 1974 to

ensure risks are identified, and where possible, controlled, to prevent people being injured or becoming ill at work.

In order to keep our Police Officers and staff safe, the WHSW strategic objectives are:

Reduce accidents and injury related absence

- Review and improve Health & Safety led information, instruction and training to aid prevention.
- Reduce the number of working days lost from work related injury.
- Identify common root causes and promote solutions to prevent reoccurrence.

Proactive Health and Safety Advice

- Actively support and where possible, lead on, collaborated Health & Safety initiatives.
- Produce annual Health & Safety Plan.
- Ensure health and safety is an integral part of everyone's role.
- Ensure appropriate communication channels for the dissemination of all Health & Safety information.

Reduce Musculoskeletal Injuries

- Improve information in lifting, pulling, pushing and moving techniques.
- Improve processes in relation to DSE assessments and specialist furniture requests.
- Support our managers to improve departmental work stations that promote a healthy and safe place to work.

Manage Risk Well

- Apply sensible and proportionate risk management.
- Share examples of good practice, supported by targeted, relevant advice and information.
- Thorough risk based audits of workplaces and activities to improve levels of compliance.

Training Development

- Develop a Health and Safety training catalogue and yearly training plan.
- Scope options for income generation in the form of training to other organisations.

6. PRIORITIES FOR 2017/18

6.1 The priorities below have been developed in addition to our statutory requirements and in support of delivery of the Workplace, Health, Safety and Wellbeing Strategy.

- **Introduction of a risk based site inspection scheme** – instead of annual or bi-annual inspections, future site inspections will be risk based taking into account an assessment of safety hazards, health hazards, safety risks, health risks, welfare and confidence in compliance. This will ensure that lower risk premises are inspected less frequently, thus reducing burdens and improving efficiency in allowing the team to concentrate on the higher risk premises.
- **Revised Risk Assessment Templates** – rolled out during 2017/18 the new template introduces a scoring system to allow an improved definition of the risk posed by hazards, taking into account the severity of injuries or harm that could arise if not managed.

- **Health and Safety Reports** – introduction of a standard report format to Senior Leadership, Senior Management and Departmental meetings. The new reports will provide comparable but tailored data and key messages.
- **Police Federation and UNISON Meetings** – in addition to the statutory Safety Committee meetings, to have a collaborative relationship to improve health and safety management.
- **Accident, Incident and Near Miss Data** – improving reporting and provision of a partially redacted data set of all reports. Enabling all police officers and staff to easily review data and extract key information for use in evidence based changes or improvements e.g. enhancements in training.
- **Joint Health and Safety Email and Telephone** – a single email address and single telephone (x5666) enabling a ‘one stop’ means to contact professional health and safety advice regardless of location.
- **Requests for advice, guidance and support** – improving record keeping, enabling improved reporting on workloads both proactive and reactive.
- **Raising the Profile** – engaging with external forces and partners to ensure a collaborated and cohesive approach to health and safety, ensuring that the Joint Norfolk and Suffolk Health and Safety Team are leaders in the Police Service. Improved liaison with internal departmental and area meetings.
- **Information, Instruction and Training** – continually review and improved health and safety input provided to police officers and staff to ensure a competent workforce capable of undertaking required Constabulary duties safely in so far as reasonably practicable. Health and safety is everyone’s responsibility, from induction and throughout their career.
- **Accident, Incident and Near Miss Reporting** – raising awareness of the legal requirements to report accidents, incidents and near misses, therefore providing the constabulary with stronger evidence based information to make continual improvements.
- **Health and Safety Policy, Arrangements, Instructions and Guidance** – Ensuring the Constabulary current health and safety documentation which address emerging hazards and risks.
- **Employee Engagement** – in improving health and safety performance.

7. FINANCIAL IMPLICATIONS

7.1 There are no direct financial implications associated with this update.

8. OTHER IMPLICATIONS AND RISKS

8.1 There are no identifiable risks arising from this update.

9. GLOSSARY AND DEFINITIONS

Reportable incidents

Employers are required to report certain serious workplace accidents, occupational diseases and dangerous occurrences to the Health and Safety Executive. These are

defined in law and it is an offence not to report them within the specified time period. These include:

Fatalities

Accidents that result in the death of an employee or non-employee that arise from a work related accident

Specified injuries to employees

Examples of specified injuries that are reportable include: injuries requiring hospital admission for more than 24 hours, fractures, amputations, serious burns, loss of sight, significant head injuries

Over 7 day injuries to employees

Work related accidents that result in an employee being unable to undertake their normal duties for more than 7 consecutive days (including weekends)

Occupational Diseases to employees

Examples of occupational diseases that are reportable where diagnosed by a medical practitioner are: carpal tunnel syndrome, occupational dermatitis, severe cramp of the hand or forearm, occupational cancer, tendonitis of the hand or forearm

Dangerous Occurrences

These are serious incidents that may not have caused any injury but had the potential to do so. Examples include: the accidental release of a substance that could cause harm to health such as asbestos, fire caused by electrical short circuit that results in the stoppage of the plant involved for more than 24 hours, equipment coming into contact with overhead power lines

Injuries to non-workers

Where a non-employee e.g. a member of the public, a pupil or a service user has an accident on our premises and are taken to hospital from the scene for treatment

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	N/A
Has the PCC's Chief Finance Officer been consulted?	N/A
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	N/A
Have human resource implications been considered?	Yes
Is the recommendation consistent with the objectives in the Police and Crime Plan?	N/A
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	N/A
Has communications advice been sought on areas of likely media interest and how they might be managed?	N/A
In relation to the above, have all relevant issues been highlighted in the 'other implications and risks' section of the submission?	N/A
Have all relevant ethical factors been taken into consideration in developing this submission?	N/A

Appendix A

Health and Safety Policy Statement Meeting the Requirements

Both Norfolk and Suffolk Constabularies recognise that good health and safety management has positive benefits in providing excellent service and protection for the communities we serve.

We are committed to achieving exemplary standards of health and safety for all our employees so far as is reasonably practicable, and in view of the dynamic nature of operational policing.

In order to meet the requirements of the Health and Safety at Work etc. Act 1974, we will implement the following:

Provide and maintain premises, equipment and systems of work that are safe and healthy

The constabulary are responsible for maintaining premises and equipment in good condition, whilst also ensuring that systems of work are in place to safeguard the health and safety of employees. To comply with this requirement, we have the following systems in place:

- Use of Portable Electrical Appliances in the Workplace arrangement
- Site Premises Inspections arrangement
- Safe Use of Work Equipment arrangement
- Noise arrangement
- Asbestos protocol
- Hand Arm and Whole Body Vibration protocol

Ensure that the working environment contains adequate facilities and arrangements for staff welfare

As an employer, the constabulary must 'so far as is reasonably practicable', provide adequate and appropriate welfare facilities for employees whilst they are at work. This means providing such facilities unless it is clearly unreasonable in terms of time, trouble, cost and physical difficulty.

- 'Welfare facilities' are those that are necessary for the well-being of employees, such as washing, toilet, rest and changing facilities, and somewhere clean to eat and drink during breaks. To comply with this requirement, we have the following systems in place:
- Workplace Safety and Welfare arrangement
- Violence and Aggression arrangement
- Personal Protective Equipment (PPE) arrangement
- Lone Working arrangement
- First Aid arrangement
- Display Screen Equipment (DSE) arrangement

Provide sufficient information, training and instruction to employees or individuals acting on our behalf

Everyone who works for the constabulary needs to know how to work safely and without risks to their health. The constabulary must provide clear instructions and information, and adequate training, for its employees.

The constabulary is also responsible for contractors and self-employed people who may be working on its behalf, making sure everyone has the right level of information on:

- hazards and risks they may face, if any ;
- measures in place to deal with those hazards and risks, if necessary;
- how to follow any emergency procedures.

When providing training, employees must be asked what they think about it to make sure it's relevant and effective. Keeping training records also helps to identify when refresher training might be needed.

The information and training provided should be in a form that is easy to understand. Everyone working for the constabulary should know what they are expected to do.

To comply with this requirement, we have the following systems in place:

- Employee Consultation arrangement
- Health and Safety Assistance arrangement
- Information, Training and Instruction arrangement
- Provision of the following NCALT health and safety packages:
 - Chief Officer
 - Health and Safety for Managers and Supervisors
 - Fire and Bomb Awareness
 - Health and Safety Induction
 - Display Screen Equipment
 - Evacuation Marshal
 - Responsible Person
 - IOSH Managing Safely course

Allocate sufficient resources to comply with all relevant health and safety legislation as a minimum requirement

The constabulary are responsible for ensuring that suitable and sufficient resources are made available, in order that they may comply with all relevant health and safety legislation. This will be achieved as follows:

- Ensuring that relevant employees have a suitable level of knowledge and training in health and safety legislation. These will include, but not be limited to:
 - Health and Safety Manager
 - Health and Safety Advisors
 - Responsible Persons
 - Business Support Officers
 - CPC Administration staff
 - Role specific requirements
- Ensuring suitable and sufficient resources are provided to employees to effectively meet the health and safety needs of their respective departments. This will be achieved through Intranet guidance, NCALT courses or face to face training.
- 'Health and Safety Assistance' arrangement.

Ensure that health and safety is given equal importance to other organisational objectives

Effective health and safety management should be an integral part of the constabulary's culture, of its values and performance standards. All Chief Officers should take a lead in ensuring the communication of health and safety duties and benefits throughout the constabulary. Health and safety policies and objectives should be developed in line with the constabulary's organisational objectives, thereby sending a message to employees that their health and safety is taken seriously. The following health and safety meetings are held to review performance and set actions against identified targets and objectives:

- Joint Force Health and Safety Committee
- Two Counties PIC meeting
- County Policing Command meetings
- Protective Services Command meeting
- Facilities Management Contract Review meeting
- Health and Safety on all meeting agenda's

Ensure that hazards are identified and assessments of risk are undertaken

The constabulary need to take the right precautions to reduce the risks of workplace dangers and provide a safe working environment. Health and Safety management should be a straightforward part of managing the constabulary as a whole, and therefore involves practical steps that protect people from harm and at the same time protect the future of the constabulary.

The constabulary have therefore implemented the following health and safety arrangements in order to control risks within the workplace, put measures in place to control them and also make sure they stay controlled.

- Risk Assessment arrangement
- Display Screen Equipment (DSE) arrangement
- Control of Substances Hazardous to Health (COSHH) arrangement
- Manual Handling arrangement
- Safe Use of Work Equipment arrangement
- Noise arrangement
- Occupational Road Risk arrangement
- Accident and Incident Reporting arrangement
- Premise Site Inspections
- Responsible Person Safety Tours
- Fire Risk Assessments

Encourage involvement of our employees in the implementation of health and safety policy

The constabulary has a duty to consult with their employees, or their representatives, on health and safety matters. Consulting with employees can have real benefits, including:

- Increased productivity – constabulary's with good workforce involvement in health and safety tend to have a better productivity rate;
- Improvements in overall efficiency and quality; and
- Higher levels of workforce motivation.

Consulting employees about health and safety can result in:

- A healthier and safer workplace – employees can help identify hazards, assess risks and develop ways to control or remove risks;
- Better decisions about health and safety – they are based on the input and experience of a range of people, including employees who have extensive knowledge about their own job and the constabulary;
- A stronger commitment to implementing decisions or actions – as employees have been actively involved in reaching these decisions;
- Greater co-operation and trust – employers and employees who talk to each other and listen to each other, gain a better understanding of each other's views; and
- Joint problem-solving.

In support of the above, the constabulary have the following arrangements in place, together with periodic meetings that police officers/staff of all rank/grade attend:

- Employee Consultation arrangement
- Health and Safety Assistance arrangement
- CPC Health and Safety Meeting
- Protective Services Health and Safety Meeting
- Joint Force Safety Committee
- Health and Safety Team Meeting
- PIC Meeting
- Custody SMT Meeting

- Facilities Management Contract Review Meeting
- Interserve FM Review Meeting
- Joint Site Inspections with Trade Unions

Measure and monitor our health and safety performance with the aim of continuous improvement across the organisation

Measuring and monitoring health and safety performance is a key step in any management process and forms the basis of continual improvement. The primary purpose of measuring health and safety performance is to provide information on the progress and current status of the strategies, processes and activities used by the constabulary to control risks to health and safety.

The constabulary measures and monitors health and safety performance through the following:

- Quarterly Performance Summary
 - Number of RIDDORS
 - Total Days Absence
 - Accident / Near Misses reported
 - Fire Risk Assessment actions
 - Risk Assessments in date
- Site Inspections
- Audits
- Responsible Person Safety Tours (Quarterly)
- Accident and Near Miss Reporting and Investigation

Promote communication and co-operation with all partner agencies on all matters relating to health and safety

The constabulary may sometimes need to work in circumstances of serious or imminent danger, in order to fulfil its commitment to both its employees and the public. Arrangements should be in place to reflect these responsibilities, and the time delay before employees can move to a place of safety. Health and safety information and co-operation is both obtained and communicated from the list below, in order to ensure both the safety of employees and the public.

- Health and Safety Executive
- The Intranet
- Association of Police Health and Safety Advisors (APHSA)
- Fire Brigade
- Health and Safety Notice Boards
- Safety Alerts
- Toolbox Talks
- Health and Safety Arrangements
- Risk Assessments
- Federation
- Trade Unions

Undertake periodic review of our health and safety policy and arrangements

Periodically, the constabulary are required to carry out a review of its health and safety policy and arrangements. This review will check the validity of the health and safety policy, whilst also ensuring that the health and safety management system in place is effective. This review is carried out by the health and safety department and will allow the constabulary to identify how health and safety has changed, whilst also identifying things that are no longer necessary, together with any new risks.

The objectives of the review are as follows:

- Making judgements about the adequacy of health and safety performance
- Assurance that the system for managing health and safety is working
- Ensuring the constabulary is complying with the law
- Setting standards

- Improving performance
- Responding to change
- Learning from experience