



Meeting	SPA People Committee
Date	28 February 2024
Location	Video Conference
Title of Paper	3-year Strategic Action Plan
Presented By	Dawn Maclean, Health & Safety Manager
Recommendation to Members	For Discussion
Appendix Attached	Appendix A - Health and Safety Strategic Action Plan 2021-24 Appendix B - Health and Safety Strategic Action Plan 2024-27

PURPOSE

The purpose of this report is to provide closing updates regarding the Health & Safety Strategic Action Plan 2021-24 and to outline the Health and Safety Strategic Action Plan 2024-27.

Members are invited to discuss the content of this report and the attached appendices.

1. BACKGROUND

The Health and Safety Strategic Action Plan details the high-level objectives and actions that support continuous improvement in the management of health and safety, and compliance with health and safety legislation. The 3-year plan is managed, reviewed and updated by the Health and Safety Manager.

2. FURTHER DETAIL IN RELATION TO THE REPORT

- 2.1 The current Health and Safety Strategic Action Plan covers the 3-year period April 2021 to March 2024. The closing updates outlining progress against delivery of the objectives within this action plan have been provided and are attached at Appendix A. Where objectives have not been completed, updates detail activity being undertaken to progress them and/or where these objectives link to activity proposed in the next strategic action plan.
- 2.2 The Health and Safety Strategic Action Plan 2024-27 (attached at Appendix B) was drafted to take effect from April 2024. The 24-27 action plan has been designed to be more strategic in its objectives, with many of the 21-24 action plan objectives now embedded as BAU activity within the service. The strategic objectives and associated actions have been streamlined and simplified to support the overarching strategic purpose and key objectives of the 24-27 action plan.
- 2.3 The closing updates for the Health and Safety Strategic Action Plan 2021-24 and the draft Strategic Action Plan 2024-27 were presented to the Health and Safety Board on 9 February. Following discussion, members agreed the action plan updates for 21-24 and approved the Strategic Action Plan 2024-27 to commence from April 2024.
- 2.4 Members are invited to discuss the Health and Safety Strategic Action Plan.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no specific financial implication arising directly from this report.

4. PERSONNEL IMPLICATIONS

- 4.1 There are no specific personnel implications arising directly from this report.

5. LEGAL IMPLICATIONS

5.1 There are legal implications associated with this paper. Police Scotland requires to be compliant with the Health & Safety at Work etc. Act 1974 and Fire (Scotland) Act 2005.

6. REPUTATIONAL IMPLICATIONS

6.1 There are reputational implications associated with this paper in relation to failures to comply with legislative requirements, health and safety guidance and established safe systems of work.

7. SOCIAL IMPLICATIONS

7.1 There are no current no social implications.

8. COMMUNITY IMPACT

8.1 There are no current implications for community impact.

9. EQUALITIES IMPLICATIONS

9.1 There are no current implications for equalities.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no current implications for environmental impact.

RECOMMENDATIONS

Members are invited to discuss the content of this report and the attached appendices.

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HEALTH AND SAFETY STRATEGIC ACTION PLAN (3 YEAR) APRIL 2021 – 31 MARCH 2024

Year 1 Actions – 2021/22

Year 2 Actions – 2022/23

Year 3 Actions – 2023/24

Objective:	There is both a legal requirement and a moral obligation that Health & Safety within SPA/Police Scotland is led from Police Scotland Executive with support and governance from SPA Board Members and that the safety of Police Officers, Police Staff and members of the public is always considered first in any activity.			
Leadership				
Complete				Overdue
Action By	Objective	Actions	Owner	RAG Status
Year 1	To ensure that the work carried out under the National Health & Safety Board's 3 Year Strategic Action Plan, is embedded within Police Scotland.	DCC to approve and support implementation of 3 year strategic consolidation action plan.	Chair – Health & Safety Board	June 2021: Regular reports to HSB, PPMB, SLB and SPA People Committee.
Year 1	To ensure that the Annual Health & Safety Report is developed and that this document is used to further raise the profile of Health & Safety and to inform stakeholders.	Health & Safety Manager to continue to develop the Annual Report with copies sent to the Health & Safety Executive and SPA.	Health & Safety Manager	June 2021: Actioned each year in April. Jan 2024 – this is no longer actioned
Year 1	Provide reinforcement information, instruction and training to Executive Members of both Police Scotland and SPA including SPA Board Members.	Board Members and Executive Members to attend training to improve knowledge and understanding in relation to the legal requirements and responsibilities of Police Scotland and SPA. This will also provide an update on organisational progress and further assist with cultural change.	Chair – Health & Safety Board Health & Safety Manager/SPA	June 2021: Work now underway to develop training packages. August 2021: Work has slowed due to staff shortage but will be picked up as soon as possible. March 2022: Delayed due to Covid-19. May 2022: Draft package ready but delayed by lack of

Action By	Objective	Actions	Owner	RAG Status
				resources and backlog of H&S work. Awaiting approval of updated H&S Policy and Governance Framework. August 2022: Awaiting approval of updated H&S Policy to include in training. Jan 2024: Work will continue to develop in this area and is linked to Strategic Action Plan (SAP) 24/27 – 5.1
Year 2	Look to improve H&S supervision by local supervisors (SGTs, Inspectors, Ch. Inspectors) across the organisation including staff equivalents. SPF	<ul style="list-style-type: none"> Communicate standard & expectations Develop any training as required 	Health & Safety Manager	March 23: Training packages have been developed and engagement is ongoing with LTD in relation to uploading the training for delivery via Moodle. Jan 2024: Work will continue to develop in this area and is linked to SAP 24/27 – 5.1
Year 3	Provision of reinforcement training to senior officers across Police Scotland and particularly within Custody Division which has been recognised as high risk area.	Responsible senior managers – Superintendents/ senior managers to attend H&S reinforcement training covering legal requirements, responsibilities and management. This provides an update on organisational progress and further assists with cultural change.	Chair – Health & Safety Board Health & Safety Manager	All training links to SAP 2024-2027 – 5.1 for continuous improvement

Objective:	To achieve a good foundation SPA/Police Scotland must make appropriate arrangements to have a Health & Safety Policy which commits the organisation to meeting recognised Health & Safety standards, a system for capturing areas where improvement can be made and mechanisms to review and then plan for any required changes.
Management Systems	

Action By	Objective	Actions	By Whom	Status
Year 1	Continue to review the Health & Safety Policy Statement and Fire Safety Policy Statement annually and ensure that it remains fit for purpose and is embedded throughout Police Scotland/SPA and is displayed within buildings and on the Intranet.	Annual review to be undertaken of H&S Policy Statement.	Health & Safety Manager	June 2021: These documents are reviewed annually.
Year 2	Review Health & Safety Policy, roles and responsibilities and other arrangements.	Review to be undertaken of H&S Policy.	Health & Safety Manager	March 2022: Tasked within the Team. May 2022: Work underway. June 2022: H&S Policy reviewed and to HSB in June. (Michelle Small) March 2023: Following HSB endorsement, Policy approved by SLB. To People Committee for final approval – May 23.

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Year 1 & on-going.	Carry out a series of National Custody Audits, Production Store Inspections and Office Inspections across Police Scotland.	<p>Work with CJSD to continue the current and highly successful Custody Audits and develop a programme of Production Store Inspections.</p> <p>Develop a programme of Office Inspections across Police Scotland.</p> <p>All the above will be carried out in conjunction with Scottish Police Federation and Trade Unions.</p>	Health & Safety Manager	<p>June 2021: Custody & Productions Audits on track.</p> <p>Jan 2024: Primary custody audits are complete the audit of secondary/ancillary sites is under review. Final production store audits are on track for completion - auditing process is now BAU</p>
Year 3	Develop a formal Audit process for Police Scotland premises.	An audit process for use by Safety Advisors linked to the above audits of Police Premises.	Health & Safety Manager	Updated 6 monthly inspection process with national guidance to be published shortly - will continue to develop under 5.3 of the new 2024-2027 SAP
Year 1	Ensure that Risk Assessments are embedded across the organisation.	<p>As an organisation we expect all areas of the business to have up to date site specific Risk Assessments in place. Risk Assessments to be reviewed annually and be readily available.</p> <p>There is a requirement for Senior Managers to ensure that this happens.</p>	Health & Safety Manager	This is currently underway as part of the new Certificate of Assurance pilot which is looking at Risk Assessment and Control Implementation. On the conclusion of the pilot, the updated Cert of Assurance process will be BAU across the force.

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Year 1	Ensure that COSHH & DSEAR Assessments are embedded across the organisation.	As an organisation we expect all areas of our business to have up to date COSHH & DSEAR assessments in place for any chemicals used or stored. Assessments to be reviewed annually and be easily available. There is a requirement for Senior Managers to ensure that this happens.	Health & Safety Manager	December 2021: Actioned to Safety Advisor CS to progress. May 2022: Following a review of signed Assurance Model forms no Divisions or BU has raised any concerns about duties under COSHH. Jan 2024: Links to 2.3 of SAP 2024-2027
Year 2	Ensure that Generic Risk Assessments are held on the Intranet and regularly reviewed and updated.	The Health & Safety Team to host up to date Generic Risk Assessments on the Intranet. These form the basis of site/role specific Risk Assessments.	Health & Safety Manager	July 2022: Good progress made with a number of GRAs reviewed and updated. Mar 23: Work had been paused due to other demands. Review and update of the remaining GRAs will be progress during Year 3. GRA review ongoing and now BAU activity within the Dept.
Year 2	Produce a suite of detailed Health & Safety guidance documents to complement the Health & Safety Policy. These will be electronically available across the organisation.	Review to be undertaken of H&S Guidance.	Health & Safety Manager	***This was an area requiring additional work from the previous Action Plan*** July 2022: The following guidance documents have been published: Risk Assessment Guidance, Accident/Near

				<p>Miss SOP, H&S and Fire Inspection Guidance. Further guidance will be published in line with organisational need.</p> <p>Jan 2024: Policy Development Working Group have already progressed with varying policies which will go through the Policy passport process such as Noise, Provision and Use of Work Equipment and Control of Substances Hazardous to Health</p>
Year 1	Ensure that the Assurance Model continues to be embedded across Police Scotland.	<ul style="list-style-type: none"> • Ensure that Assurance Model forms are circulated to Divisional Commanders and Heads of Business Areas on an annual basis. • Information gained will be used to improve the efficiency, effectiveness and reliability of the total Health & Safety Management System and used to draw up plans for any corrective actions as required. 	Health & safety Manager	<p>June 2021: Work on-going with good progress. Looking to add a Covid-19 question set for 2022/23.</p> <p>December 2021: Recommendations from P&A Assurance Audit.</p> <p>May 2023: 2023/24 process has commenced and collation of divisional/departmental assurance model forms in 94% complete.</p>

Objective:	SPA/Police Scotland will look to improve employee performance by increasing an employee's ability to perform through learning, normally by changing the employee's attitude or increasing his or her skills and knowledge.
Training & Development	

Action By	Objective	Actions	By Whom	Status
Year 1	Continue to embed staff Health and Safety knowledge and awareness.	Develop an accredited corporate e-learning programme with the key essential packages for: <ul style="list-style-type: none"> • Risk Assessment • COSHH • Manual Handling, etc. • Roles & Responsibilities – Supt & above. 	Health & Safety Manager (Training Working Group)	June 2021: Training restarted following Op Talla but there is a backlog to clear. August 2021: Slow progress due to staff shortages. May 2023: A number of training packages have been developed and work is ongoing with LTD to upload to Moodle, although LTD capacity is an issue. Jan 2024: Meeting scheduled with LTD to look at plans going forward as well as looking to deliver training virtually via MS Teams Continues to be addressed in new SAP – in 5.1

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Year 1	To create a training package in relation to Dynamic Risk Assessment which will be compulsory for all Police Officers an operational staff including C3.	<ul style="list-style-type: none"> • Explanation of DRA • 4 scenarios to work through • The consequences of wrong choices 	Health & Safety Manager (Training Working Group)	August 2021: Work has slowed due to staff shortage but will be picked up as soon as possible. May 2022: Package complete.
Year 1	To ensure that a training package is created in relation to accessing the Railway Network which will be compulsory for all Police Officers an operational staff including C3.	<ul style="list-style-type: none"> • Use of SC numbers • Need for caution & stop • SC numbers unique to the individual service 	Health & Safety Manager (Training Working Group)	June 2021: Work underway. March 2022: Update awaited from Safety Advisor JK. (Charlene Smyth) March 2022: Training passed to LTD for Moodle.)
Year 2	Provide a training package for CJSD Productions Staff.	Develop an accredited corporate training programme specifically for CJSD Productions Staff.	Health & Safety Manager (Training Working Group)	March 2022: Package passed to MMch for delivery.) June 2022: Delivery awaited due to staff shortages. Jan 2023: A training package has now been developed and planning is progressing in relation to delivery. Jan 2024: Links to new SAP 2024-2027 - 5
Year 3	Understand workforce attitudes towards Health and Safety.	Carry out HSE Climate Survey or similar Analyse survey results and identify next phase.	Corporate Communications/ ICT	Management change in the department – addressed in Strategic Action Plan 2024-2027 – 6.2

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Objective:	Identifying the key risks is essential to improving Health & Safety. By endorsing the Health & Safety Action Plan SPA/Police Scotland is committing to reducing risk. To achieve this SPA/Police Scotland require to identify the key Health & Safety issues within its business and identify measures to eliminate or control them.
Risk Management	

Action By	Objective	Actions	By Whom	Status
Year 1	Continue to implement measures to reduce the number of RIDDOR accidents across the organisation using the accident data as a benchmark.	<ul style="list-style-type: none"> Target Divisions with the highest numbers 	Health & Safety Manager	December 2021: Work planned now that Op Urram is over. March 2022: 30% reduction in RIDDORs. Jan 2024: 3 year mean shows a reduction of 34% - work will continue in new SAP 24/27 – ref 6.1
Year 1	Embed the already robust arrangements for the management of Fire Safety across all areas of the organisation.	<ul style="list-style-type: none"> Comprehensive Fire Risk Assessment Electronic Management System All premises assessed Provision of competent advice 	Health & Safety Manager	June 2021: On track. May 23: Hard FM provider fully on schedule regarding the Fire Risk Assessment programme.
Year 1	Review and continue to raise awareness of the organisations Safety Alerts & run targeted campaigns. i.e. Tick prevention, Butane Honey Oil	<ul style="list-style-type: none"> Investigate Twitter Account 	Health & Safety Manager	June 2021: On track. May 23: Health and safety Alerts and other briefings posted via the Intranet as required. Social media strategy will be considered by the new H&S Manager.

				<p>Jan 2024: New guidance is in train in relation to Safety Alerts and Notices</p> <p>There are no plans for external engagement on these issues from Health and Safety</p>
Year 1	<p>Continue to review requirements under the Control of Noise at Work Regulations 2005 including an up to date risk assessment covering the hearing of Police Officers and Police Staff on front line duties.</p>	<ul style="list-style-type: none"> • Embed the use of noise cancelling headsets • Continue to work on the development of solution for Response Officers. 	Health & Safety Manager	<p>***This was an area requiring additional work from the previous Action Plan***</p> <p>June 2021: Papers to June HSB.</p> <p>March 2022: Approved at HSB and by DCC Taylor.</p> <p>May 23: Procurement undertaken and rollout of headsets about to commence.</p> <p>Jan 2024: The Surefire Earpiece was the agreed solution and this continues to be rolled out across the force.</p> <p>A new Noise Policy and SOP is in progress and will link to 2.3 of 2024-2027 SAP</p>

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Year 1	Continue to embed the use of RPE across the organisation.	<ul style="list-style-type: none"> • Face fitting • Facial hair • Types of mask linked to task 	Health & Safety Manager	<p>June 2021: Good progress via Op Talla. March 2022: SLWG looking at this. March 2022: SLWG paper complete. May 2022: Supt Gibson presented paper to ACC Speirs. July 2022: Placed on the risk register. December 2023: Paper to SLB for the CC. April 2023: RPE Policy approved by SLB. Work ongoing to develop and implement RPE procedures. Jan 2024: Sub groups to deliver on the revised version of this policy are in train and there is a link to policy development within the 2024-2027 SAP in section 2.2/3</p>
Year 1	Seek formal assurance from the Head of Estates that a suitable, comprehensive Contractor Policy is in use.	<ul style="list-style-type: none"> • Response required to be held on record on behalf of DCC Taylor. 	Head of Estates	<p>June 2021: Confirmation requested from Estates. Oct 21: Confirmed by head of Estates</p>
Year 1	Seek formal assurance from the Head of Estates that Asbestos Surveys, plans, Asbestos	<ul style="list-style-type: none"> • Response required to be held on record on behalf of DCC Taylor. 	Head of Estates	<p>June 2021: Confirmation requested from Estates.</p>

	Registers are in place, available for inspection at sites and kept fully up to date.			Oct 21: Confirmed - Asbestos Registers are all in place and available on sites. Estates are also in the process of implementing a new asbestos management system to hold all this information centrally.
Year 1	Seek formal assurance from the Head of Estates that a Water Risk Assessments are in place and that suitable control measures have been implemented to control the risk from Legionella, etc.	<ul style="list-style-type: none"> Response required to be held on record on behalf of DCC Taylor. 	Head of Estates	<p>June 2021: Confirmation requested from Estates.</p> <p>Oct 21: Confirmed - Water Risk Assessments are to be overseen with the awarding of a contract for completion and management.</p>
Year 1	Seek formal assurance from the Head of Estates that a suitable Permit to Work scheme is in use by Estates and that we have a published policy.	<ul style="list-style-type: none"> Response required to be held on record on behalf of DCC Taylor. 	Head of Estates	<p>June 2021: Confirmation requested from Estates.</p> <p>Nov 21: Confirmed - PTW process is managed by our Hard FM Services provider and is a contractual responsibility.</p>
Year 1	Seek formal assurance from the Head of Estates that hard wired mains testing has been carried out in all premises, remedial works have been completed and certificates of completion issued	<ul style="list-style-type: none"> Response required to be held on record on behalf of DCC Taylor. 	Head of Estates	<p>June 2021: Confirmation requested from Estates.</p> <p>Oct 21: Confirmed. Fixed Wire Testing is completed and managed</p>

	to Police Scotland.			under the Hard FM contract.
Year 1	Seek formal assurance from the Head of Estates that all external cladding on police premises complies with Fire Safety guidance.	<ul style="list-style-type: none"> Response required to be held on record on behalf of DCC Taylor. 	Head of Estates	<p>June 2021: Confirmation requested from Estates.</p> <p>Nov 21: Building cladding is compliant as per time of construction and any relevant changes to legislation.</p>
Year 1	Seek formal assurance from the Head of Estates that Portable Appliance Testing has been carried out and is up to date in all premises.	<ul style="list-style-type: none"> Response required to be held on record on behalf of DCC Taylor. 	Head of Estates	<p>June 2021: Confirmation requested from Estates.</p> <p>Oct 21: Confirmed - PAT Testing is completed and managed under the Hard FM contract.</p>
Year 1	Seek formal assurance from the Head of Estates that all lightning protection systems are maintained, tested and fully operational.	<ul style="list-style-type: none"> Response required to be held on record on behalf of DCC Taylor. 	Head of Estates	<p>June 2021: Confirmation requested from Estates.</p> <p>Oct 21: Confirmed - Completed and managed under the Hard FM Contract.</p>
Year 1	Seek formal assurance from the Head of Estates that all gas installations and gas mains across the estate are the subject to regular inspection and maintenance and are fully operational.	<ul style="list-style-type: none"> Response required to be held on record on behalf of DCC Taylor. 	Head of Estates	<p>June 2021: Confirmation requested from Estates.</p> <p>Oct 21: Confirmed - Completed and managed under the Hard FM Contract.</p>

Year 1	Ensure that progress is made in relation to the management of Working Time within the organisation.	<ul style="list-style-type: none"> • Recording of working time • Cultural change 	Director Helliker	<p>August 2021: Initial discussions with Wellbeing Manager.</p> <p>November 2021: In discussions with partners to see what systems they use and paper to HSB.</p> <p>March 2022: Following discussions between Scope Management and ASPS it has been agreed that there is a system in place to record working time and that we must continue to encourage greater levels of compliance'.</p>
Year 2	Continue to embed the current robust process for Health & Safety at complex scenes linking in with multi-agency partners.	<ul style="list-style-type: none"> • Risk Assessments • Hazard Check Lists • Competent Safety Advisors • Link to Structural Engineers 	Health & Safety Manager	<p>March 2022: H&S Team On-call approved to start in May 2022.</p> <p>Jan 2024: As part of a review of the on-call process, there is currently a pilot ongoing to reduce this service to weekend only. This will run until 31st March 2024 where there will be an opportunity to reflect on the requirement of the provision</p>

Year 2	Continue to review requirements under the Control of Vibration at Work Regulations 2005 including an up to date risk assessment covering all areas of the organisation including operational risks.	<ul style="list-style-type: none"> • Fleet Workshops • Grounds maintenance • ICT • Operational MOE, boats, motorbikes, mountain bikes, helicopter, etc. 	Health & Safety Manager Fleet Manager	<p>***This was an area requiring additional work from the previous Action Plan***</p> <p>August 2021: Good progress and paper discussed with DCC Taylor.</p> <p>November 2021: General: Risk assessments for protestor removal were completed before COP.</p> <p>Fleet: All Vehicle Workshops risk assessments and training complete. Some initial equipment roll out has started in the west but will not be completed until the next financial year.</p> <p>Estates: Staff to have monitoring system early in the next financial year.</p> <p>11/03/22: Finance approved, contractor attending to install kit and training will be given by May 2022.</p> <p>Update paper to H&S Board on 25/3/22 closing off this project.</p>
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Objective: Accident Investigation & Management	Accidents in the workplace no matter how minor should not be tolerated. Proactive accident reduction has whole cycle benefits to business operations and investment in identifying, analysing and managing accidents is seen as the first base for improving Health & Safety. Comprehensive analysis and statistical reporting allows management to take decisions based on real data.
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Action By	Objective	Actions	By Whom	Status
Year 1	Continue to work with the APU to embed the analysis and further interpret data from recorded accidents/incidents to inform trends and agree target reductions.	<p>Scope Accident Reporting Database has limited facility to collect and analyse real data.</p> <ul style="list-style-type: none"> • Continue to develop reporting template • Provide reports as required • Graph trends 	Health & Safety Manager	<p>June 2021: On track. May 23: Suite of Power BI dashboards now supporting data collation and analysis, which underpins action and decision making.</p>
Year 1	Continue work ongoing via the YSM SLWG to review the accident reporting process via Scope.	<ul style="list-style-type: none"> • Review of accident reporting form 	YSM	<p>June 2021: On track. May 23: Proposed changes to the accident reporting form under consideration by SCOPE management. Jan 2024: This is still in development with the new HSM now having input. This will link with 6.2 of the 2024-2027 SAP to ensure quality data is being captured to allow for greater analysis to inform improvement</p>

Year 2	To develop a more mature process for Safety Advisors around the investigation of accidents.	<ul style="list-style-type: none"> • Process • Form 	Health & Safety Manager	June 2021: Complete May 23: The Health and Safety Accident Investigation form has been published and is accessible in the Force Intranet.
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MONITOR and REVIEW

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POLICE
SCOTLAND

Keeping people safe

Health and Safety
Strategic Action
Plan 2024-2027

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Purpose

There is a legal requirement and moral obligation that Health and Safety is seen as a fundamental business process which requires leadership support from SPA/Police Scotland to fulfil those duties.

The purpose of the Strategic Action Plan is to create a focus on areas of continuous improvement that can shape the way SPA/Police Scotland implement health and safety which can also have a positive impact on wider society. This is reflected in the Health and Safety Policy¹.

It will also align with the Joint Strategy for Policing – Outcome 4², in that it will aim to support our people through creating a positive working environment. It will also support Objective 1 of the People Strategy 2024-2027³ where we recognise the correlation between wellbeing and protecting our people.

¹ [Microsoft Word - Health Safety Policy Booklet V2.2 \(spnet.local\)](#)

² [Joint Strategy for Policing 2023 \(spnet.local\)](#)

³ [Police Scotland People Strategy 2024/27 \(spnet.local\)](#)

Key Objectives

- **Build on the achievements made within PS in health and safety by continuing to support and advise police officers and business support areas;**
- **Enhance compliance by making health and safety policy, SOPs and guidance relevant, with a pragmatic approach to policing and its operations;**
- **Encourage engagement and inspire new thinking to generate continuous improvement and innovation;**
- **Promote health and safety as a matter of routine and habit to an extent that instils confidence in our officers and staff, which will in turn impact our wider communities;**
- **Collaborate with internal and external partners to combine efforts in protecting the workforce from physical, emotional, and mental ill-health.**

This will be achieved by:

- 1. Reviewing existing health and safety performance measures and evidence through reporting to recognise achievement and identify areas for improvement**
- 2. Simplifying and modifying policies, SOPs and guidance to make efficiencies, for ease of use and understanding**
- 3. Encourage a culture of transparency through communication to embed health and safety throughout each discipline**
- 4. Utilise technologies already available within PS and explore new developments to enhance the current health and safety management system**
- 5. Continue to improve and advise on sufficient workplace standards and monitor performance**
- 6. Putting emphasis and measures in place to influence behaviours, in respect of work-related ill health inclusive of stress**
- 7. Keep abreast of industry changes to take an active approach to confronting new challenges**

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Key Area 1	Reviewing existing health and safety performance measures and evidence through reporting to recognise achievement and identify areas for improvement.					
	Action	Responsibility	Timescale /Frequency	Performance Indicators	Progress	Comments
1. Ensure the actions outlined in the Health and Safety Strategic Action Plan align with organisational objectives	Seek approval from Chair of Health and Safety Board to implement the strategic action plan	Health and Safety Manager Chair of Health and Safety Board	Year 1 – April 2024	Reports will be submitted through the PS Governance structure Report to Health and Safety Board and SPA People Committee bi-annually		
2. Enhance reports and forms to allow ease of compliance and monitoring	Identifying suitable technology available within PS or suitable external alternatives	Health and Safety Department	Year 1	Improved engagement with health and safety through inspection and audit Closing out of actions/recommendations		
3. Improve assurances to SPA/PS that Health and Safety is embedded	Provide more robust processes to provide assurances to those accountable for H&S	Health and Safety Manager/ Department	12-18 months	Continuous improvement of reporting structures Feedback received at SPA People Committee		

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Key Area 2	Simplifying and modifying policies, SOPs and guidance to make improvements and for ease of use and understanding.					
	Action	Responsibility	Timescale/ Frequency	Performance Indicators	Progress	Comments
1. Review the Health and Safety Policy to ensure accuracy	Review every 3 years or where there is any significant change	Health and Safety Manager Chair of Health and Safety Board	2026 or in a period of significant change	Monitored through consultations with PS, Staff Associations, Trade Unions and SPA		
2. Review all Health and Safety SOPs, and national guidance to ensure accuracy	Review every 3 years or where there is any significant change	Policy Development Working Group	2026 or in a period of significant change	Monitored through consultations with PS, Staff Associations, Trade Unions and SPA		
3. Develop new policies, SOPs and national guidance where relevant	Identify gaps in procedure and develop appropriate guidance	Policy Development Working Group	Review need annually or where there is significant change in legislation	Monitored through consultations with PS, Staff Associations, Trade Unions and SPA		

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Key Area	Encourage a culture of transparency through communication to embed health and safety throughout each discipline.					
3	Action	Responsibility	Timescale/ Frequency	Performance Indicators	Progress	Comments
1. Monitor that all necessary risk is assessed, and mitigations are embedded throughout the organisation	<p>Periodic review of GRAs to ensure suitability, sufficiency.</p> <p>Produce clear RA guidance and procedures</p> <p>Certificate of Assurance process</p>	<p>Persons responsible</p> <p>Training Development Group</p> <p>Policy Development Working Group</p>	Continuous	<p>HSA's visits to site</p> <p>Reviewing control measures after an incident has occurred</p> <p>Certificate of Assurance process should evidence process has been followed</p>		
2. Improve Health and Safety Intranet site	<p>Define a streamlined, user friendly structure and encourage its use</p>	<p>Intranet Development Working Group</p> <p>Health and Safety Manager</p>	<p>2024 – Basic layout developed and critical information made available</p> <p>Promotion of new site and content</p>	<p>Number of visits to site</p> <p>Seek feedback through pulse survey – H&S Board members, DSC,</p>		

Key Area 4	Utilise technologies already available within PS and explore new developments to enhance the current health and safety management system.					
	Action	Responsibility	Timescale/ Frequency	Performance Indicators	Progress	Comments
1. Enhance reporting, recording and monitoring through available technology	Research tools available within PS to enhance delivery and monitoring of performance	HSM	12-18 months	Pilot schemes Experience of product Acceptance from wider force	Wiggle room as in-house probably not sufficient	
2. Reduction of paper processes to ease understanding, streamline processes and measuring performance	Research H&S Management systems available on market to reduce administrative burden	HSM	12-18 months	Improved reporting Sustainability benefits Time efficiencies Improved measurement on performance and compliance		

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Key Area	Continue to improve and advise on sufficient workplace standards and monitor performance.					
5	Action	Responsibility	Timescale/ Frequency	Performance Indicators	Progress	Comments
1. Develop Health and Safety Training across all roles and responsibilities	<p>Liase and agree a training plan from Induction to retirement</p> <p>Identify external training providers to assure competency</p>	<p>Health and Safety Training Development Working Group;</p> <p>Learning training and Development (LTD)</p>	18-24 months	<p>Numbers in attendance</p> <p>Evaluation feedback</p> <p>Accreditation Assessments</p>		
2. Health and Safety reporting	Report performance through Governance Framework	Health and Safety Manager	Continuous	<p>Progress reports</p> <p>Quarterly/Annual reports</p>		
3. Internal inspection and audit processes	Periodic, more streamlined inspection and auditing to be carried out at divisional level to improve timescales and compliance	<p>Designated Safety Co-ordinators</p> <p>Health and Safety Team</p>	<p>Bi-annual inspection process</p> <p>Annual audit of assurance</p>	<p>Reported at Divisional meetings where progress is monitored through Governance Framework</p> <p>Completion of six monthly inspections</p>		

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Key Area 6	Putting emphasis and measures in place to influence behaviours, in respect of work-related ill health inclusive of stress.					
	Action	Responsibility	Timescale/Frequency	Performance Indicators	Progress	Comments
1. Continue to identify ways to reduce RIDDORS across the organisation	Learn lessons and share recommendations to prevent/reduce severity of injury	Health and Safety Department Persons responsible through the H&S Policy	Continuous	Numbers of RIDDORS reported Development and improvement of process through lessons learned		
2. Improve data capture to affect positive change in the reduction of accidents; increase in near miss reporting; and overall perception of health and safety	Analyse relevant patterns and trends - Force and divisional/business areas. Improved Accident/Incident/Near Miss ScoPE form Pulse surveys Training evaluation	H&S Department	Initial improvements within 12-18months Continuous thereafter	Quarterly H&S reporting informed by analysis of H&S data – Accident/Near Miss reporting rates / YSM Assault reporting data. No of surveys undertaken and results influencing H&S activity Training evaluation feedback influencing H&S training activity		

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Key Area 7	Keep abreast of industry changes to take an active approach to confronting new challenges and maintain strong connections internally and externally, collaborating on future initiatives to affect positive change and share best practice.					
	Action	Responsibility	Timescale/ Frequency	Performance Indicators	Progress	Comments
1. Build networks internally to ensure smooth process	H&S to be seen as integral in planning stages of initiatives where physical or psychological welfare can be impacted	Health and Safety Persons responsible Persons accountable	Continuous improvement	Action logs and completion status Operational involvement reported to SPA/H&S Board Feedback received from whole organisation		
2. Liaise with YWM and YSM to prevent ill health through psychological risk	Network internally across business support areas to affect change in the preventative space HSAs to champion Wellbeing messages	Health and Safety Manager Health and Wellbeing/ Your Safety Matters Persons responsible as identified through the H&S Policy	6-12 months for initial networking and bring together ideas Continuous thereafter	Health and Safety participation in initiatives to help reduced sickness absence and reduce accident/near miss Signposting		

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	Action	Responsibility	Timescale/Frequency	Performance Indicators	Progress	Comments
3. Network with partner agencies such as SFRS to ensure compliance with current standards	Conduct regular meetings with local contacts	Health and Safety Department	Continuous	Policy/guidance change through governance framework path Compliance improvements through Fire Risk Assessment		
4. Attend Association of Police Health and Safety Advisers meetings	Ensure there is regular representation from PS at these forums	Health and Safety Manager Assistant HS Manager	Continuous	Relevant information gleaned to inform of any policy/guidance change through governance framework path		
5. Maintain membership with relevant Chartered bodies	Retain membership of IOSH and have active role in branch activity	Health and Safety Manager Health and Safety Advisors (as appropriate)	Quarterly branch meetings are held and membership is annual subscription	HSM will report on any relevant findings from meetings		

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