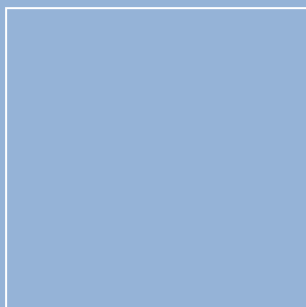
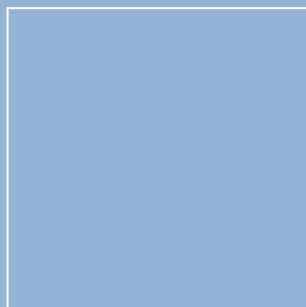
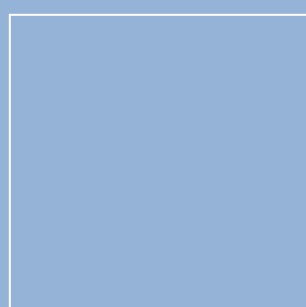
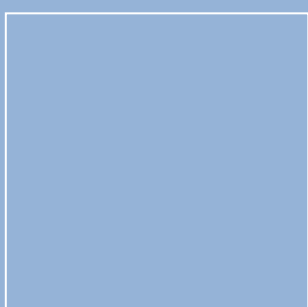


# An Garda Síochána

## Health and Safety Management System Manual


Version 01





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### Amendment history

Date	Version	Reason	Approved by

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## Terms and definitions

For the purpose of the Garda Síochána occupational health and safety management system, the following terms and definitions apply.

### Adverse Event

An adverse event is an unplanned or uncontrolled occurrence or sequence of occurrences that caused or has the potential to cause injury, ill-health or damage. For the purpose of this manual the term ‘adverse events’ also to include occupational accidents and dangerous occurrences as defined in the Safety Health and Welfare at Work (General Application) Regulations, 1993 and work-related incidents.

### Audit

Systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which audit criteria are fulfilled.

*Note: Independent does not necessarily mean external to the organisation. In many cases independence can be demonstrated by the freedom from responsibility for the activity being audited. For example, utilising the services of GPSU or the State Claims Agency (SCA).*

### Competence

The possession of sufficient training, experience and knowledge appropriate to the nature of the work to be undertaken.

### Continual improvement

Recurring process of enhancing the occupational health and safety management system in order to achieve improvements in overall health and safety performance consistent with Garda policy.

### Corrective action

Action to eliminate the cause(s) of a detected nonconformity or other undesirable situation.

*Note 1: There can be more than one cause for a nonconformity.*

*Note 2: Corrective action is taken to prevent recurrence whereas preventive action is taken to prevent occurrence.*

### Dangerous occurrence

A specific type of incident or adverse event as defined in the Safety, Health and Welfare at Work (General Application) Regulations, 1993.

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### **Delegated employer**

The responsibility of employer in relation to the management of health and safety within An Garda Síochána is in turn delegated to and shared by Deputy Commissioners, Chief Administrative Officer, each Assistant Commissioner, each Executive Director, all Chief Superintendents, Superintendents in charge of Units/Sections where there is no Chief Superintendent appointed, Director of Communications, Civilian HR Director, Head of Garda Analysis Service, Head of Garda Internal Audit Section, Head of Legal Affairs, Head of the Garda Information Services Centre, Head of Accommodation and Chief Medical Officer. The responsibility will be delegated to the appropriate grade/rank where there is a vacancy in any of the above positions.

### **Document**

Information and its supporting medium.

*Note: The medium can be paper, magnetic, electronic or optical computer disc, photograph or master sample, or a combination thereof.*

### **Finding**

Fact, action or omission detected that shows a failure in the operation of the health and safety management system or the fulfilment of the policy, the objectives, goals, programmes and other requirements. They can be considered “nonconformities” or “observations”.

### **Garda Code**

A primary reference document that lays out internal policy and procedures relating to the breadth of Garda Síochána operations.

### **GEMS**

The Garda Employee Management System – a HR management system with a facility for direct entry of occupational injury reports and related data.

### **Hazard**


Any situation, activity or source with a potential for harm in terms of human injury or ill health, damage to property, damage to the environment or a combination of these.

### **Hazard identification**

Process of recognising that a hazard exists and defining its characteristics.

### **Health and Safety Authority**

Statutory body with responsibility for issuing health and safety legislation and for enforcement of same.

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### **Health and safety folder on Garda portal**

Provides a central resource of organisation health and safety knowledge.

Its aim is to:

- Improve organisational communication;
- Create a centralised workspace for users;
- Enhance administrative support;
- Support operational management;
- Enhance the sharing and creation of knowledge.

### **Health and safety management system**

Part of the overall Garda Síochána management system used to develop and implement its health and safety policy and manage its health and safety risks.

*Note 1: A management system is a set of interrelated elements used to establish policy and objectives and to achieve those objectives.*

*Note 2: A management system includes organisational structure, planning activities (including for example, risk assessment and the setting of objectives), responsibilities, procedures, processes and resources.*

### **Health and safety objectives**

Goals, in terms of health and safety performances, that An Garda Síochána sets itself to achieve.

*Note 1: Objectives should be quantified wherever practicable and should be consistent with the Garda health and safety policy.*

### **Health and safety performance**

Measurable results of the health and safety management system, related to the organisation's control of safety and health risks, based on its health and safety policy and objectives.

### **Health and safety policy**

The overall intentions and direction of An Garda Síochána in relation to its health and safety performance, as formally expressed by senior management.


### **Health and Safety Section**

Corporate section within Human Resources and People Development responsible for issuance of Garda Síochána health and safety policy and procedures.

### **HQ Directives**

Internal policy documents that are issued from time to time on any Garda-related matter and which update the Garda Code.



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### **Ill health**

Identifiable, adverse physical or mental condition arising from and/or made worse by a work activity and/or work-related situation.

### **Interested party**

Person or group, inside or outside the workplace, concerned with or affected by the health and safety performance of An Garda Síochána.

### **Management review**

Documented assessment of the safety management system whereby procedures and systems are assessed by senior management to ensure they are being fully implemented, and that they continue to be suitable, adequate and effective.

### **Nonconformity**

Non-fulfilment of a requirement. A nonconformity can be any deviation from relevant work standards, practices, procedures, legal requirement or management system requirement.

### **Occupational accident/incident**

Work-related adverse event(s) in which injury or ill health (regardless of severity) or fatality occurred, or could have occurred.

*Note 1: An incident where no injury, ill health, or fatality occurs may also be referred to a “near miss”, “near hit”, “close call”, or “non-injury event”. It may also include a “dangerous occurrence” which has a specific meaning in legislation.*

*Note 2: An emergency situation is a particular type of incident.*

### **Occupational health and safety**

Conditions and factors that affect, or could affect the health and safety of Garda employees or other workers (including temporary workers and contractor personnel), visitors, or any other person in Garda workplaces. In this manual the term “health and safety” is used and “occupational” is inferred.

*Note: An Garda Síochána can be subject to legal requirements for the health and safety of persons beyond the immediate workplace, or who are exposed to the workplace activities, for example, prisoner escorts.*

### **Preventive action**

Action to eliminate the cause of a potential nonconformity or other undesirable potential situation.

*Note 1: There can be more than one cause for a potential nonconformity.*

*Note 2: Preventive action is taken to prevent occurrence whereas corrective action is taken to prevent recurrence.*

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### **Procedure**

Specified way to carry out an activity or a process.

*Note 1: Procedures can be documented or not.*

### **Reasonably practicable**

This means that an employer has exercised all due care by putting in place the necessary protective and preventive measures, having identified the hazards and assessed the risks likely to result in accidents or injury to health, and where the putting in place of any further measures is grossly disproportionate having regard to the unusual, unforeseeable and exceptional nature of any circumstance that may result in an accident.

### **Record**

Document stating results achieved or providing evidence of activities performed.

### **Risk (occupational)**

Combination of the likelihood of an occurrence of a hazardous event or exposure(s) and the severity of injury or ill health that can be caused by the event or exposure(s).

### **Risk assessment (occupational)**

Process of evaluating the risk(s) arising from an occupational hazard(s), taking into account the adequacy of any existing controls, deciding whether or not the risk(s) is acceptable and if not, selecting further controls.

*Note: Within An Garda Síochána, the term “occupational risk assessment” refers to the whole process of hazard identification, evaluation of the level of risk and of current controls and identifying any further controls required.*

### **SAMS**

The Garda Sickness Absence Management System – an IT system for recording absence from work.

### **State Claims Agency**

Statutory body that provides risk management advices and support and manages civil liability claims on behalf of the Garda Síochána. It is equivalent to an insurer.

### **TRANMAN**

The IT system (database) used by An Garda Síochána in managing the Garda fleet.

### **Workplace**

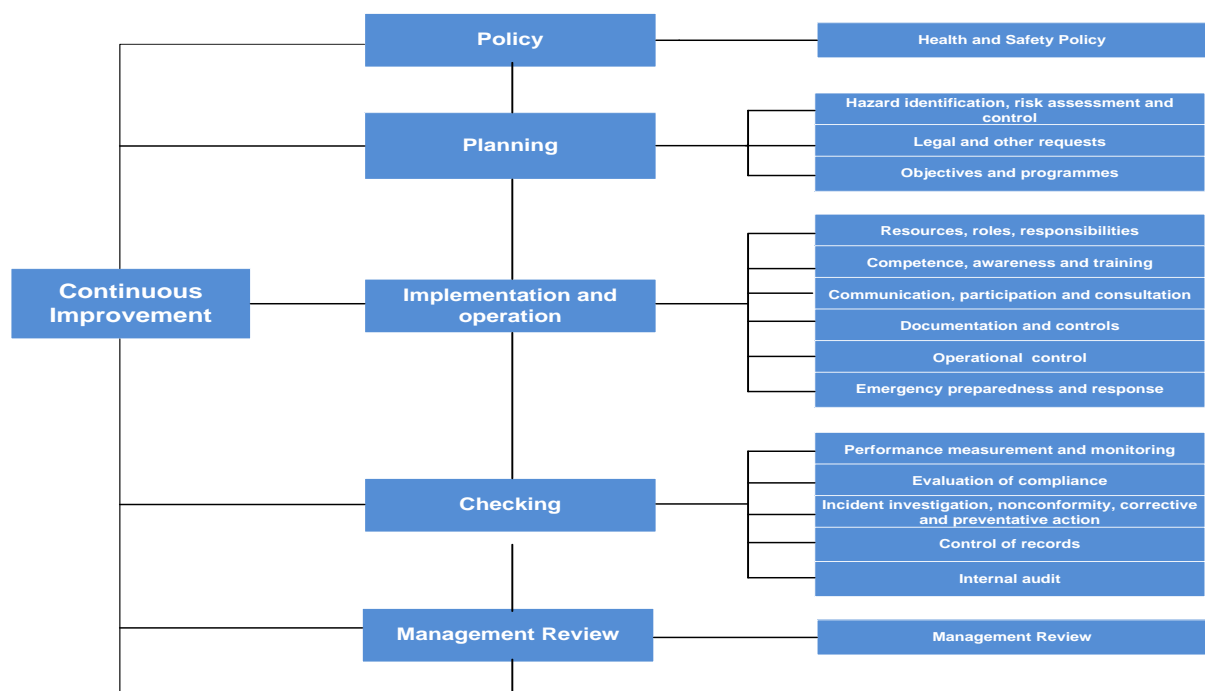
Any physical location in which work-related activities are performed under the control of An Garda Síochána and includes official vehicles.

## 1.0 Introduction

This manual gives an overview of An Garda Síochána’s occupational health and safety management system which is designed to help the Garda Síochána control risks and continually improve health and safety performance. The health and safety management system is:

- Structured to comply with legislation, specifically, the Safety, Health and Welfare at Work Act 2005 and any regulations made thereunder;
- Designed to address the requirements of internationally-recognised standard OHSAS 18001:2007;
- Aligned with the requirements of An Garda Síochána Code.


The arrangements, systems and risk controls outlined in this corporate-level document are based on legislative requirements and the risks identified for the organisation and its activities. Details of local or site-specific health and safety arrangements and systems are contained in local safety statements.



**Figure 1: OHSAS 18001 Elements**

The layout of the manual follows that sequence of the elements that constitute the OHSAS 18001 standard, an outline of which is shown in Figure 1.

Correspondence between the elements of the OHSAS 18001 standard, the sections in this manual and the requirements of legislation are shown in Table 1 on page 2. Where requirements are not specified in legislation, relevant chapters from HSA Guidelines are cited instead, either [1] *Guidelines on risk assessments and safety statements* or [2] *Workplace health and safety management*.

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OHSAS 18001:2007	Section in Health and Safety Management System Manual	SHWWA 2005 [HSA Guidelines]
4.1 General requirements.	1.0 Introduction.	
4.2 OH&S Policy.	3.0 Health and Safety Policy.	[2] Safety and health policy
4.3.1 Hazard identification, risk assessment and determining controls.	4.4 Hazard identification, risk assessment and risk control.	19, 20.1, 20.2a-b.:Hazard identification & risk assessment. Steps to implement improvement Protective and preventative measures taken.
4.3.2 Legal and other requirements.	4.5 Legal and other requirements.	[2] Planning
4.3.3 Objectives and programme(s).	4.6 Objectives, plans and programmes.	20.2.b:Resources provided by the employer. [1]: Planning and setting standards; [2] Planning.
4.4.1 Resources, roles, responsibility, accountability and authority.	5.4, 5.5 Organisation structure, responsibilities and accountabilities.	18: Appoint competent person 13:Duties of employee
4.4.2 Competence, training and awareness.	5.6 Competence, training and awareness.	8: General duties of employers. 10: Instruction, training and supervision. 20.3-20.4: Bring safety statement, risk assessment and controls to employee's attention.
4.4.3.1 Communication. 4.4.3.2 Participation and consultation.	5.7 Communication, participation and consultation.	9: Information for employees. 20.2.f: Safety representatives, consultation and participation. 25: Safety representatives. 26: Consultation, participation.
4.4.4 Documentation. 4.4.5 Control of documents.	5.8 Documentation and document control.	20.1-2: Safety statement content. 20.5: Review of safety statement.
4.4.6 Operational control.	5.9 Operational control.	8: General duties of employers. 9: Information for employees. 10: (Instruction, training and) supervision 12: Duties to non-employees. 16: General duties in relation to designers, manufacturers, importers, suppliers of substances or articles. 17: Duties related to construction work. 22: Health surveillance.
4.4.7 Emergency preparedness and response.	5.10 Emergency preparedness and response.	8: General duties of employers. 11: Emergencies and serious and imminent danger. 20.2.c : Plans, procedures and measures in emergency.
4.5.1 Performance measurement and monitoring.	6.2 Performance measurement, monitoring and reporting.	[1] Measuring Safety and health performance; [2] Measuring performance. 23: Medical fitness to work.
4.5.2.1-2 Evaluation of compliance.	6.5 Evaluation of compliance.	[2] Auditing and reviewing performance.
4.5.3.1 Incident investigation.	6.6 Occupational incidents.	8.2.k: Reporting accidents and dangerous occurrences.
4.5.3.2 Nonconformity, corrective action and preventative action.	6.7 Nonconformity, corrective action and preventative action.	[2] Auditing and reviewing performance.
4.5.4 Control of records.	6.8 Control of records.	[2] Implementation and Control – Document control; Audit records.
4.5.5 Internal audit.	6.9 Health and safety audits.	[2] Sec 3.5 Auditing and Reviewing Performance.
4.6 Management review.	7.0 Management Review	[2] Sec 3.5 Auditing and Reviewing Performance.

**Table 1: Correspondence between OHSAS 18001 – Health and Safety Management System Manual – Legislation (Safety, Health and Welfare at Work Act 2005)**



## 2.0 An Garda Síochána organisation

### 2.1 Introduction

An Garda Síochána is the State police force. Following the establishment of the Irish Free State in 1922 the Dublin Metropolitan Police merged with the recently established An Garda Síochána in 1925.

An Garda Síochána's strategic intent is to work in partnership to make our communities safe. This will be achieved through four Strategic Goals:

Goal One: Securing Our Nation

Goal Two: Proactive Policing Operations

Goal Three: Ensuring Safe Communities

Goal Four: Delivering a Professional Service.

### 2.2 Overview

The organisation employs over 14,000 Garda and civilian employees at over 500 locations throughout the country with headquarters in the Phoenix Park, Dublin. For policing purposes the country is divided into six regions, each of which is commanded by an Assistant Commissioner.

The six regions are:

- Dublin Metropolitan Region
- Northern Region
- Western Region
- Eastern Region
- Southern Region
- South Eastern Region

In addition, there are several specialist sections such as Crime and Security, National Support Services, Information Service and a large administrative support base.

A small number of Garda personnel serve overseas, typically on secondment basis, to the United Nations, European Union and OSCE.

For more information, see <http://www.garda.ie/>.



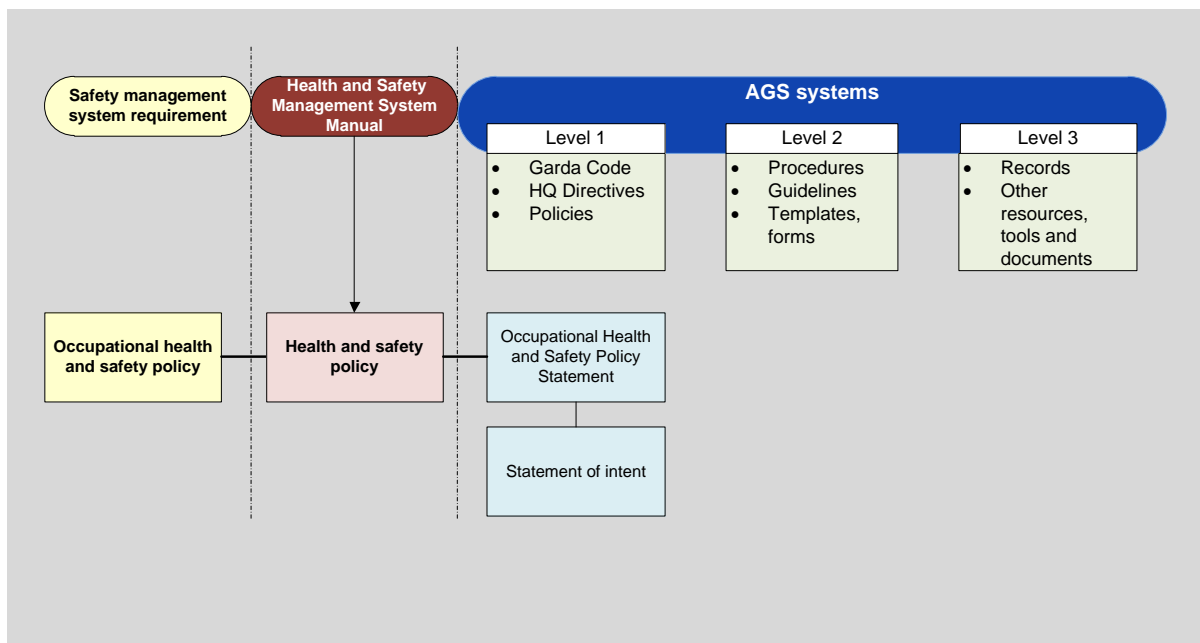
**Figure 2: Garda Síochána operational regions**




### 3.0 Health and safety policy

#### Section at-a-glance

The figure below gives an overview of the systems in place related to health and safety policy. The left-hand column safety management system requirement indicates the elements required by the OHSAS 18001 standard. The next column shows the corresponding section of the manual and the third column shows the various Garda Síochána policies, procedures and other documents that address the requirements of the OHSAS element. This ‘section-at-a-glance’ is included in all subsequent main sections of the manual.



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## Purpose

The purpose of this section is to provide the context for the development of An Garda Síochána health and safety policy.

## Scope

All Garda Síochána business activities involving employees, students, probationers and members of the Garda Reserve. By extension it also includes activities of contractors and visitors to Garda Síochána facilities.

### 3.1 Overview

The objective of An Garda Síochána policy is to protect the health and safety of all employees and other persons affected by its work activities. The focus of the policy is on improving health and safety performance by complying with all relevant legislation and continually improving systems. The implementation of the policy will support An Garda Síochána in delivering a first class professional policing service to the public.

The primary health and safety policy is laid out in the Commissioner's '*Occupational Health and Safety Policy Statement*'. This is signed by the Garda Commissioner and copies are circulated to all Garda locations, where it is prominently displayed. Chief Superintendents, and others delegated as the Employer (see terms and definitions) sign a '*Statement of Commitment*' for display locally and for inclusion in the local safety statement.



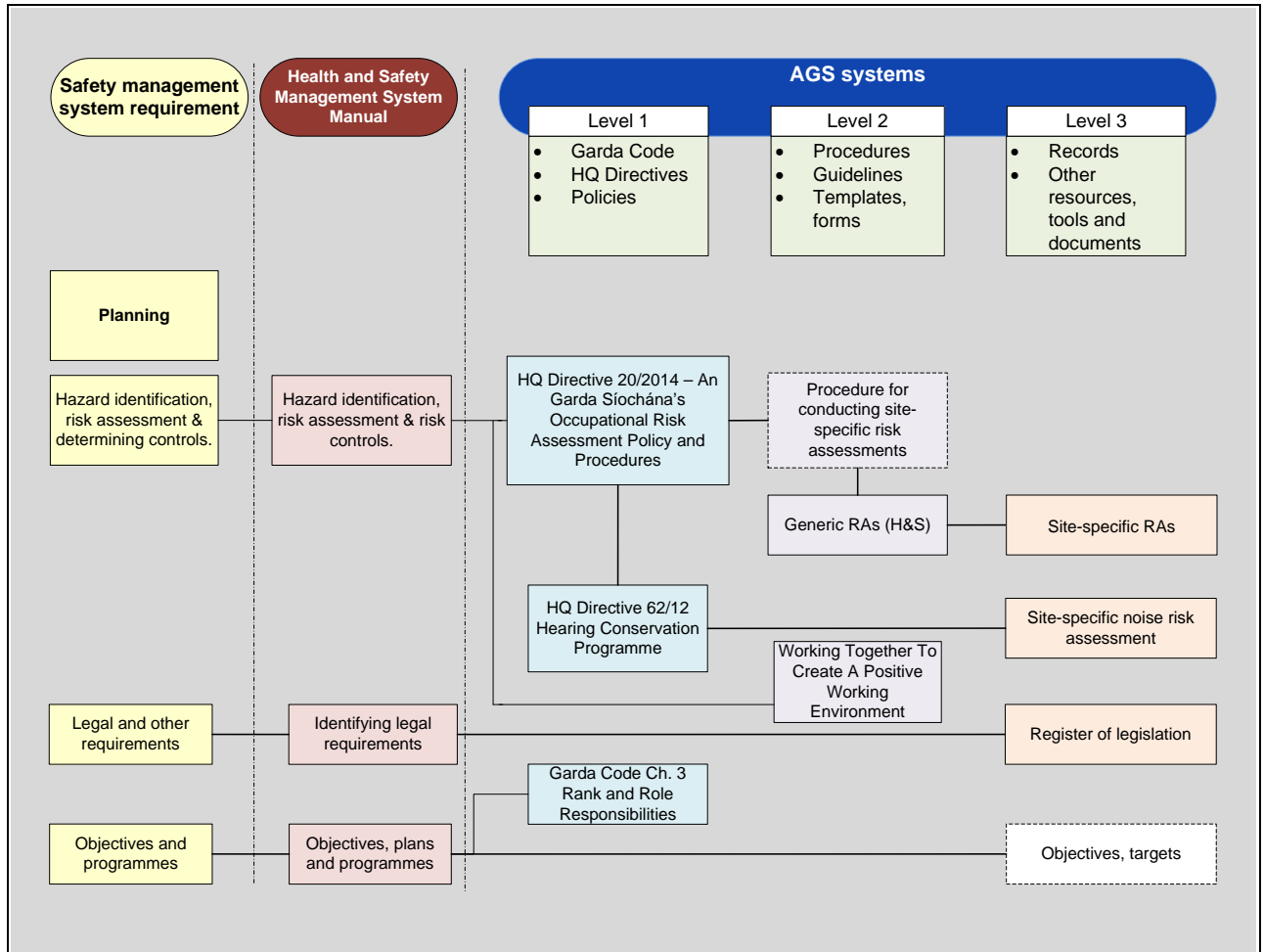
**Figure 3: Occupational Health and Safety Policy Statement**

The Occupational Health and Safety Policy Statement is reviewed at least annually, but also as changes arise, to ensure it remains relevant and appropriate to activities of An Garda Síochána.



## 4.0 Planning

### Section at-a-glance





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#### 4.1 Purpose

The purpose of this Section is to describe the key areas of the health and safety and risk management planning processes.

#### 4.2 Scope

This section applies to all Garda Síochána work activities, both operational and non-operational. It also applies to activities carried out by contractors and visitors at all Garda facilities. It includes:

- Hazard identification, risk assessment and determining risk controls;
- Legal and other requirements;
- Objectives and programmes.

#### 4.3 Policy

An Garda Síochána's health and safety management system is planned in order to: control risks, react to changing demands and to sustain a positive health and safety culture. It will achieve this by identifying, eliminating and controlling health and safety hazards and risks. Planning will address the key areas of risk assessment, legal requirements and objectives and programmes.

#### 4.4 Hazard identification, risk assessment and determining risk controls

##### 4.4.1 Introduction

An Garda Síochána has a policy and procedure for the management of corporate (business) risk within four categories: strategic, operational, reputational and financial. Personal injury and property damage events can have a significant business impact, particularly in the latter three risk categories. The occupational risk assessment programme, which focuses primarily on health and safety (harm to people) and damage to property, is therefore a sub-set of the corporate risk management programme. The term “occupational risk assessment” refers to the whole process of hazard identification, evaluation of the level of risk and of current controls, and identifying any further controls required.

Occupational risk assessments are managed at local operational level, but may be subject to examination and audit by both internal and external parties, and are frequently referenced in criminal prosecution and civil litigation cases.

The following table compares the key features of the corporate risk management and occupational risk assessment programmes:

Element	Corporate Risk Management	Occupational Risk Assessment
Risk evaluation criteria (likelihood and impact)	Yes	No
Risk matrix (risk ratings H, M, L)	Yes	No
Recording risks	Risk Register	Risk Assessment Form
Recording risk controls	Risk Control Sheets	Risk Assessment Form
Risk treatment actions	Risk Action Plan	Risk Assessment Form

**Table 2: Corporate Risk Management vs. Occupational Risk Assessment**

Risk evaluation criteria, risk matrices and risk ratings are not used in Garda occupational risk assessments, primarily because of the changeable or dynamic nature of operational policing, and also because of the potential for inconsistencies in evaluating and rating risks for similar operations across a large number of widely-dispersed locations.

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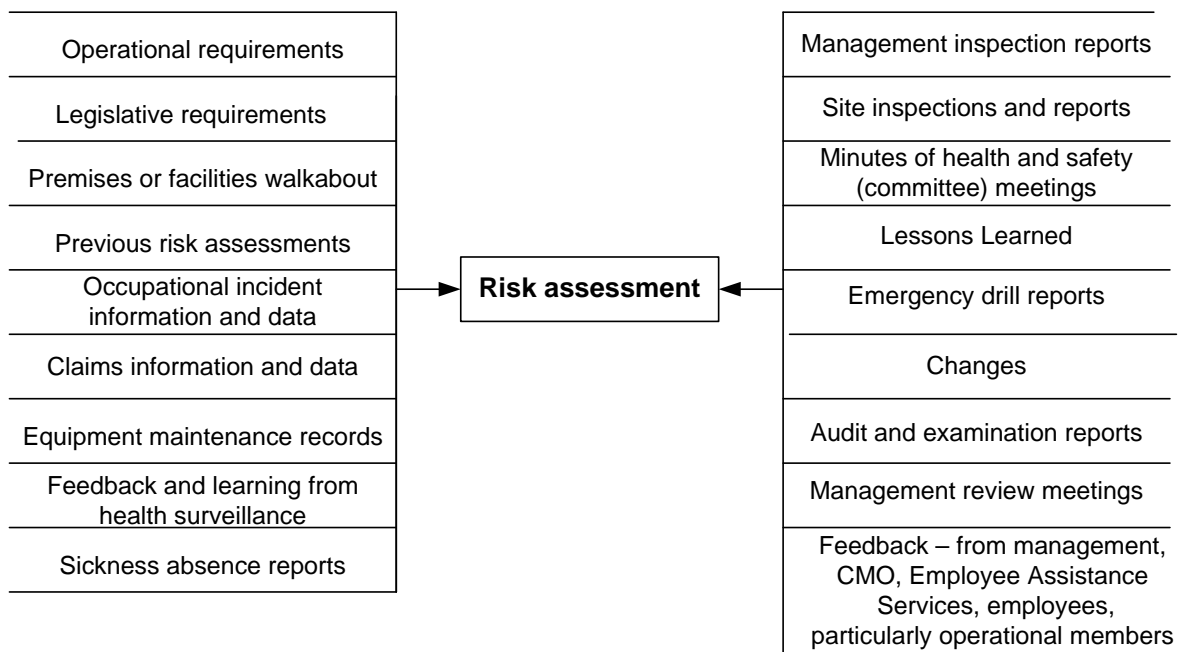
The hazard identification and risk assessment process is applied to both existing and new conditions and covers:

- The workplace – Garda buildings, facilities, temporary workplaces and vehicles: New workplaces are assessed at planning stage and prior to occupation by conducting pre-acceptance walkabouts. The assessments are reviewed again by local management following occupation and commencement of operations.
- Work activities and tasks, both operational policing and non-operational activities: Risk assessment is integrated into the process of development and review of new policies and operational policy or procedures, prior to them being approved.
- Other work activities such as maintenance and construction work.
- Purchase and use of equipment: Risk assessment is integrated into the procurement process for new equipment, to ensure that it is fit for purpose and meets relevant standards.
- Sensitive risk groups of employees or those employees covered by specific safety and health legislation, such as persons with disabilities, new and expectant mothers and young and inexperienced employees. Particular consideration is also given to employees returning to work after injury, night time employees, and those who work alone.
- Potential emergency conditions.

#### 4.4.2 Risk assessment methodology

A straight-forward qualitative approach is used to assess occupational health and safety risk. As indicated earlier, because of the variety of situations and level of risk that may be encountered in the course of operational policing, systems for rating levels of risk are not utilised.

Where required, specialist, competent persons are consulted, for example in conducting technical assessments relating to fire safety design and occupational noise exposure. Inputs to the risk assessment process include, but are not limited to, information and data from a variety of sources as shown in Figure 4.



**Figure 4: Inputs to risk assessment**

#### 4.4.3 Selecting risk controls

Risk controls are selected and implemented according to the recognised hierarchy of controls shown in Figure 5 below. Risk controls are subsequently incorporated into task and operational pre-planning policing plans and this is described in the section on ‘Implementation and operation’.

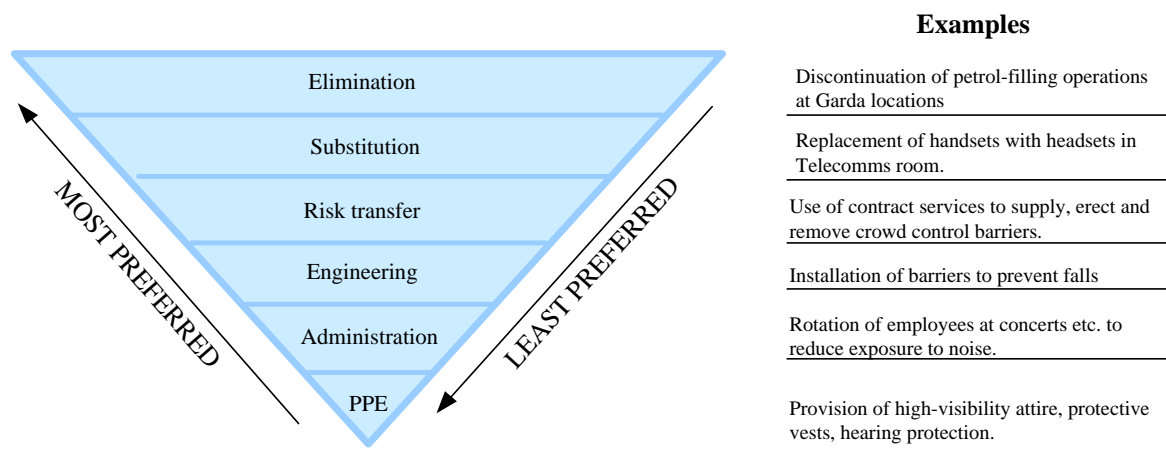


Figure 5: Hierarchy of risk controls


#### 4.4.4 Recording risk assessments – generic and site-specific

Generic risk assessments are a useful way of assessing common hazards that exist in multiple Garda locations and across its various activities, both operational and non-operational, and for recommending risk control measures. They also help in reducing duplication of effort.

Garda Health & Safety Section maintains a library of such ‘generic’ risk assessments which are made available to local divisions and sections as guidance, to assist them in conducting their own local or site-specific risk assessments.

A standard risk assessment form is used to record generic and site-specific risk assessments. The template is available on the Garda portal. Instructions on how to carry out and record the assessments are documented in the risk assessment procedure section on the portal and also in the hard-copy folder containing risk assessments in each station, building or section.

There are organisation-wide hazards and risks for which site-specific risk assessments may not be appropriate, but for which organisational policies and procedures have been developed, for instance bullying and harassment.

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#### 4.4.5 Review of risk assessments

All corporate generic risk assessments and local site-specific risk assessments are reviewed at regular intervals, at least annually. Site-specific risk assessments are also reviewed if directed by the Health and Safety Authority.

#### 4.4.6 Responsibilities

HQ Health & Safety Section develops policy, risk assessment procedures, generic risk assessments and also provides training in the occupational risk assessment process. The Delegated Employers have responsibility for ensuring risk assessments are conducted and reviewed. In practice, the task of conducting and reviewing risk assessments is delegated to appropriate local management, supervisors and employees.


#### 4.4.7 Dynamic risk assessment

Operationally-deployed Garda personnel may encounter unplanned, potentially high-risk situations or incidents at any time in the course of their duty. In these situations, operational members carry out a subjective assessment, usually in rapidly changing circumstances, in order to implement the control measure necessary to secure an acceptable level of safety. This process is known as dynamic risk assessment.

Dynamic risk assessments by their definition are ‘live’ and are not documented. Learning is fed back into future hazard and risk assessment, procedures, training and pre-planning.

#### 4.4.8 References

- An Garda Síochána Risk Management Policy and Standard Operating Procedure.
- Garda Code Chapter 5.4: Safety Statement.
- Safety statement and risk assessments on the Garda portal.
- HQ Directive 20/2014: An Garda Síochána occupational risk assessment policy and procedures..
- HQ Directive 62/12: An Garda Síochána Hearing Conservation Programme.
- Working Together To Create A Positive Working Environment

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## 4.5 Legal and other requirements

### 4.5.1 Introduction

An Garda Síochána complies with applicable requirements of occupational health and safety and civil liability legislation. It has established systems to enable it to keep abreast of current regulatory requirements.

### 4.5.2 Identifying legal and other requirements

The organisation participates in different forums and maintains various professional affiliations to ensure that relevant personnel keep up-to-date with current legal and other requirements. Examples are:

- Membership of the Institution of Occupational Safety and Health (IOSH) by the National Safety Advisers attached to Health & Safety Section, Garda Headquarters and the Regional Safety Advisers;
- Organisation subscription to the monthly publication *Health and Safety Review*, the official magazine of the International Institute of Risk & Safety Management and to the Royal Society for Prevention of Accidents *Occupational Safety & Health Journal*;
- The organisation subscribes to the publication *A-Z of Health and Safety* which is published quarterly and which alerts it to any new requirements that might be applicable to it;
- Membership of the Association of Police Health & Safety Advisers;
- Liaison with the Health & Safety Authority;
- On-going interaction with the State Claims Agency.

### 4.5.3 Recording applicable requirements

A '*Register of Health and Safety Risk Legislation*' is maintained which lists all current legislation relevant to health and safety and civil liability risk. See extract - Figure 6 on page 14.

A variety of inputs were used in its preparation, including an analysis of legal requirements; the results of document evaluations and the results of audits, reviews and examinations.

The State Claims Agency provides quarterly legislation updates to An Garda Síochána.

The Register is also used as the starting point for evaluating compliance with legal and other requirements as described in Section 6.5 Evaluation of compliance.

Based on latest update Q2 2012		Garda Síochána Register of Health and Safety/Risk Legislation					
SUBJECT	YEAR	TITLE/NO.	MAIN POINTS	Applicable to AGS?	Applicable AGS docs	Gaps in AGS policies or procedures?	Comment - Recommendations
Accidents and Dangerous Occurrences - Notification to HSA	1993	Part X of the Safety, Health and Welfare at Work (General Application) Regulations 1993. S.I. No. 44/1993.	The reporting of accidents and dangerous occurrences provisions of the General Application Regulations 1993 was the one part of these Regulations not repealed by the General Application Regulations 2007. The HSA must be notified of accidents that cause: <ul style="list-style-type: none"> <li>• death</li> <li>• or injury that prevents the worker from working for more than three consecutive days.</li> </ul>	Yes	Procedure in generic safety statement. Also Garda Code Ch. 5.6; HQ Dir 132/04.	No	
Accidents and Dangerous Occurrences - Notification to SCA	2000	National Treasury Management Agency (Amendment) Act, 2000	Assigns responsibility for the management of specified classes of claims to the State Claims Agency for delegated State authorities. Also the Agency has a duty with respect to provision of risk management advices and services. Relevant State authorities have duties under the Act - specifically to report adverse incidents to the Agency.	Yes	H.Q. Directive 126/11.	No	Revoked 9/02 and 144/03.
Biological Agents	1994	Safety, Health and Welfare at Work (Biological Agents) Regulations 1994 SI 46/1994 and Amendment Regulations 1998 SI 248/1998.	Requires employers to carry out an assessment of the risks posed by biological agents and to take measures to prevent exposure causing ill-health. Employers are required to provide information, training and health surveillance. Biological agents are classified as either group 2, 3 or 4 agents. The schedules indicate if the agents are likely to be toxic or allergic and when an effective vaccine is available. A list of exposed workers to be kept for 10 years.	Yes	Garda Code Ch. 5. Dir. 150/05 - Searching prisoners. Also, procedures for Infectious Diseases and Occupational Blood & Body Fluid Exposures procedures on the Portal. H.Q. Directive 17/11 - Ampel Probe Generic Risk Assessment - Infectious Diseases.	No	Accidental or malicious exposure to a variety of biological agents from body fluids, needles/ticks, work in waterways (Water Unit).

**Figure 6: Extract from Register of Health and Safety Risk Legislation**

#### 4.5.4 Maintaining the register

The Health and Safety Section is responsible for management of the Register and communicating relevant requirements throughout the organisation.


The procedure for the identification and implementation of relevant regulatory requirements is as follows:

1. On a quarterly basis, identify requirements such as new legislation, published approved codes of practice or standards, for example using a subscription service such as the 'Health and Safety Review' or the 'A-Z of Health and Safety' and also updates provided by SCA;
2. Analyse whether these are relevant to An Garda Síochána;
3. Assess current compliance with the requirements – conduct a gap analysis;
4. Update the *Register of Health and Safety Risk Legislation*;
5. Notify any requirements to relevant parties;
6. Prepare an action plan, if necessary, to address any gaps in policies or procedures;
7. Follow up and close out the action plan;
8. Complete all the documentation and recordkeeping activities – update the register; and any other relevant records.

#### 4.5.5 References

- An Garda Síochána: Register of Health & Safety Risk Legislation.



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## 4.6 Objectives, plans and programmes

### 4.6.1 Introduction

This section describes the process for the establishment, development and management of health and safety objectives and implementation plans to prevent occupational incidents, injuries and ill health, achieve and maintain compliance, reduce risks and improve performance. Both the objectives and plans are aimed at achieving Garda policy through a process of continual improvement.

### 4.6.2 Designing health and safety objectives

Health and safety and risk management objectives are designed to be:

1. Consistent with the fundamental commitments of the Occupational Health and Safety Policy Statement;
2. Aligned with the Garda Strategy Statement and annual Policing Plans;
3. Specific, measurable (quantifiable), actionable, realistic, and time-based (SMART);
4. Reflective of feedback from other elements of the management system, including, but not limited to:
  - Results of hazard identification and risk assessment activities;
  - Assessments of legal and other compliance requirements;
  - Results of performance monitoring and measurement activities;
  - Advice from appropriate stakeholders;
  - Results of nonconformities and incident investigations;
  - Identified preventive and corrective actions;
  - Results of audits, reviews and examinations of the management system, and;
  - Conclusions and feedback from the senior management review process.
5. Focused on system improvements to eliminate or control the underlying causes and contributing factors associated with health and safety risks, including those due to:
  - The introduction of new activities, procedures and working practices or modification of them, and;
  - The availability of new technology options and resources.

*Note: It is important that objectives be achievable, therefore when introducing formal objectives for the first time, it is advisable to identify a manageable number.*

### 4.6.3 HQ (Corporate) health and safety objectives

HQ Health and Safety Section sets out its programme for the year as part of Human Resources and People Development Policing Plan.


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#### 4.6.4 Local health and safety objectives

Annual ‘Policing Plans’ document goal-based policing strategies for the information, guidance and direction of all staff and key stakeholders, at both divisional and district level.

Annual health and safety objectives are documented as plans and are published as part of the Annual Safety, Health and Welfare Report. HQ may set national objectives or goals, for instance related to the introduction of new policies or procedures, but typically each division sets its own annual objectives and targets. When setting objectives, it is normal to set target completion dates.

The Garda Code requires that annual plans be submitted to the Executive Director with responsibility for Health and Safety by all divisions at year end.

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The following table gives an example of achievable and quantifiable health and safety objectives spanning a range of health and safety issues and programmes that can be included in the Safety, Health and Welfare Report.

<b>Subject/Area</b>	<b>Example objectives</b>
Safety Statement	Review the local safety statement to ensure it reflects all new directives issued by HQ in previous year.
Risk assessments	<ul style="list-style-type: none"> <li>a) Review the list of risk assessment to ensure it reflects local operations.</li> <li>b) Carry out new risk assessments for any new operations or hazards identified.</li> <li>c) Review 30% of existing risk assessment to ensure they are still valid.</li> </ul>
Fire safety management	<ul style="list-style-type: none"> <li>a) Hold 5 drills, 1 per unit.</li> <li>b) Train 20% of staff in fire extinguisher use, prioritising new starters.</li> </ul>
Emergency plans	Update the emergency procedures signage to reflect the latest HQ Directive.
Safety consultation	Hold 4 Divisional committee meetings.
Training	Arrange the following training: <ul style="list-style-type: none"> <li>a) Fire extinguisher training for 20% of staff.</li> <li>b) Fire Warden training for 2 Wardens.</li> </ul>
Occupational accidents	Reduce the number of HSA-reportable incidents by 10% from previous year.
Corrective actions arising from inspections, audits	<ul style="list-style-type: none"> <li>a) Develop a system for prioritising corrective actions, including criteria.</li> <li>b) Initiate and complete where possible, all high-priority items.</li> </ul>
Checkpoints and investigation of RTCs	Identify personnel who require training and plan to have all trained.
Official vehicles	100% vehicle inspections achieved.
Custody areas and prisoner handling	<ul style="list-style-type: none"> <li>a) Implement the procedure for management of custody areas.</li> <li>b) Carry out an audit of the custody area, identify any remedial actions required and prepare a plan to implement these.</li> </ul>
Inspections	Carry out monthly inspection of the local building/station.
Plans for correcting safety deficiencies	<ul style="list-style-type: none"> <li>a) Develop a central log to record and track all H&amp;S - related items.</li> <li>b) Move corrective actions from all existing separate sources to the central log by end Q2.</li> </ul>
New safety arrangements	<ul style="list-style-type: none"> <li>a) Complete radon remedial work and resurvey levels to determine effectiveness.</li> <li>b) Initiate cell refurbishment programme by Q2.</li> </ul>

**Table 3: Example of health and safety objectives**

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#### 4.6.5 Monitoring progress with objectives

Objectives and implementation plans are reviewed periodically, in order to keep them up-to-date and reflective of current activities as well as new developments, and to ensure their on-going suitability and effectiveness.

Progress can be reported at regular intervals in line with the local policing plan, at management accountability meetings and also at quarterly divisional safety committee meetings or equivalent.

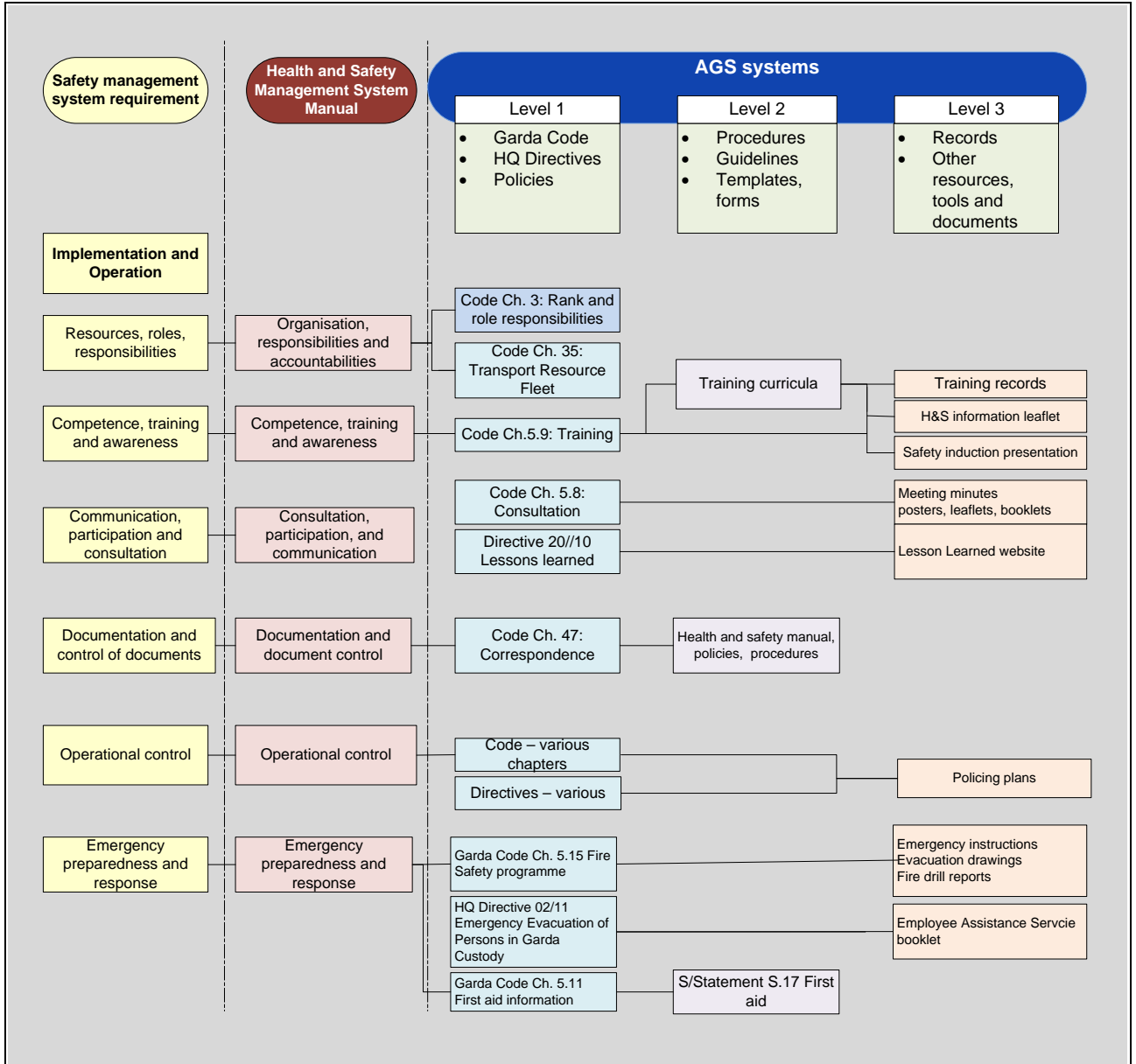
#### 4.6.6 References


- Garda Code Chapter 3: Rank and Role Responsibilities.
- Garda Code Chapter 5.5: Annual Reports.
- HQ Directive 69/10: Inclusion of the Management of Health and Safety on the Agenda of all Accountability Framework Meetings within An Garda Síochána.



## 5.0 Implementation and operation

### Section at-a-glance:



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### 5.1 Purpose

The purpose of this Section is to describe the resources, structures, systems and programmes that exist to ensure that effective controls are in place to manage health and safety and civil liability risks within An Garda Síochána.

### 5.2 Scope

- Structures, roles and responsibilities;
- Competence, awareness and training;
- Consultation, participation, and communication;
- Operational control;
- Emergency planning.

### 5.3 Policy

An Garda Síochána will ensure the provision of adequate and appropriate resources to establish, implement, maintain and improve the health and safety management system. The organisation aims to ensure that any person under its control performing tasks that can impact on health and safety is competent to do so. This is achieved through the processes of recruitment, training, employee development and succession planning. An Garda Síochána encourages the pro-active participation of all employees and committees in the establishment and development of the health and safety risk management programmes

### 5.4 Organisational structure


The organisation structure is shown in Figure 7 on page 21. The organisation is headed up by the Garda Commissioner, who is responsible for the general direction, management and control of An Garda Síochána and reports to the Minister for Justice & Equality. The Minister is responsible to the Government for the performance of An Garda Síochána.

Garda ranks are organised as follows:

- Commissioner;
- Deputy Commissioner;
- Assistant Commissioner;
- Chief Superintendent;
- Superintendent;
- Inspector;
- Sergeant;
- Garda;
- Reserve Garda.

The details of the health and safety structures and interactions for Garda members are shown in Figure 8 on page 25.



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## 5.5 Roles and responsibilities

### 5.5.1 Commissioner

The Commissioner has ultimate responsibility for health and safety within An Garda Síochána and for related policies and programmes.

The Commissioner is responsible for providing strategic direction through the approval of health and safety policy within An Garda Síochána by:

- Leading and promoting the implementation and maintenance of the health and safety management system, with a commitment to continuous improvement;
- Ensuring that, as far as is reasonably practicable, adequate resources - in terms of structure, finance, personnel and time – are allocated to execute health and safety risk management strategy and policy;
- Defining roles, allocating responsibilities and accountabilities, and delegating authorities to facilitate effective health and safety risk management;
- Encouraging the integration of health and safety risk management into routine day-to-day operations and activities;
- Promoting and maintaining effective collaboration where appropriate between An Garda Síochána and the statutory enforcing authorities.

### 5.5.2 Deputy Commissioners and Chief Administrative Officer

Deputy Commissioner Operations, Deputy Commissioner Strategy and Change Management and Chief Administrative Officer collectively and individually promote and provide clear leadership and commitment to health and safety, and afford health and safety a level of visibility commensurate with its importance.

### 5.5.3 Assistant Commissioner/Executive Director

Each Assistant Commissioner/Executive Director is responsible for ensuring that the safety health and welfare at work policy and procedures are being implemented and adhered to by local Garda management/supervisors and employees under their control.


### 5.5.4 Executive Director with specific responsibility for Health and Safety

The Executive Director Human Resources and People Development acts as the senior management team lead member for health and safety matters. The Executive Director plays a key role in providing guidance, technical input, promotion, authorisation and approval with regard to policy formulation, training development and the provision of occupational health and employee assistance programmes.

### 5.5.5 Executive Director of Finance and Services

The Executive Director of Finance and Services is responsible for providing appropriate resources while acknowledging constraints of the annual budget.



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### **5.5.6 Chief Superintendent and other Delegated Employer**

The Garda Commissioner has delegated the responsibility of employer to Chief Superintendents and various other senior managers as detailed in the section Definitions. These ‘delegated employers’ are responsible for developing, implementing and maintaining a local health and safety policy, including the appointment of people with specific health and safety roles. These senior managers:

- Ensure that the Garda policy on safety, health and welfare is implemented and adhered to;
- Show clear leadership in promoting a positive, pro-active health and safety culture in which all employees share;
- Incorporate health and safety into all divisional policing plans;
- Consult with staff and safety representatives on health and safety arrangements.


### **5.5.7 Superintendent/civilian manager**

Superintendent/civilian manager is responsible for:

- Providing leadership on matters of safety, health and welfare;
- Ensuring safety statements and risk assessments are reviewed and amended;
- Giving and receiving feedback on the policy;
- Ensuring that training, consultation, instruction and information is provided to employees;
- Consulting and co-operating with staff and safety representatives in health and safety arrangements;
- Ensuring that occupational incidents and dangerous occurrences are reported and investigated, and that appropriate corrective action is taken;
- Ensuring appropriate inspection of workplace and supervision of staff.

### **5.5.8 Designated Inspector/civilian supervisor**

The designated Inspector/civilian supervisor assists the Delegated Employer in the management of health and safety within the Division/Section. The role of the appointed Inspector/civilian supervisor mainly involves promoting awareness of health and safety issues in their respective Division/Section and co-ordinating the work of the safety committees.

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### 5.5.9 Regional Safety Adviser

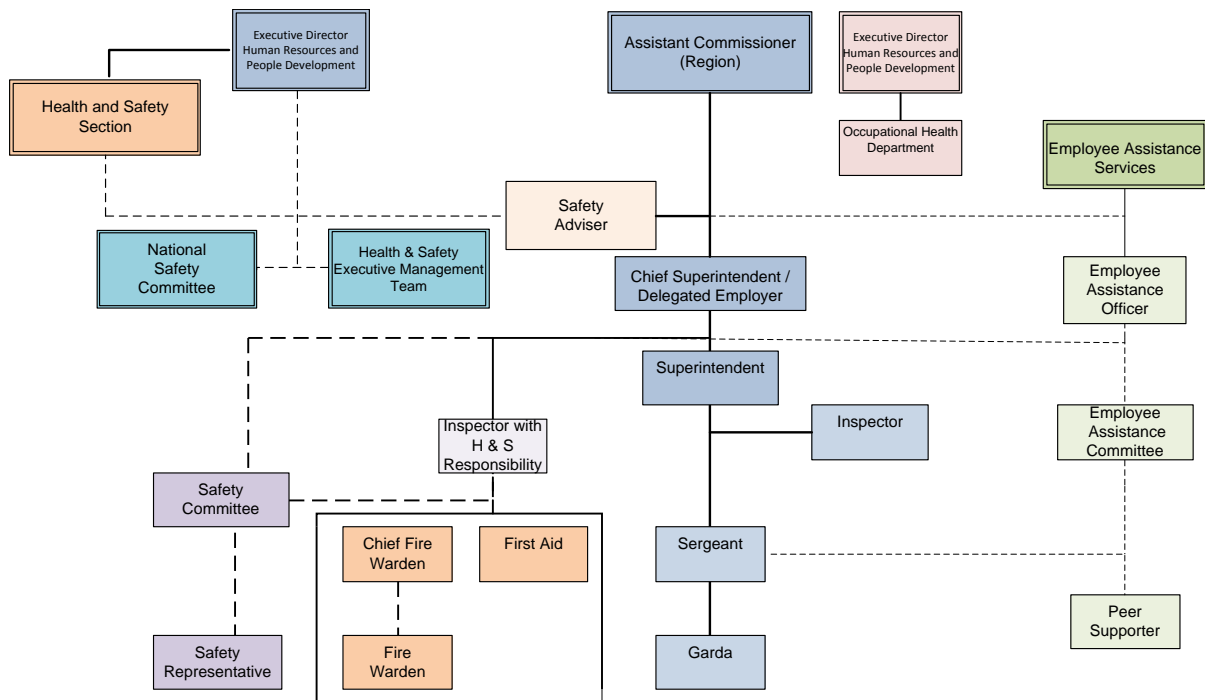
The Regional Safety Adviser works in partnership with the Assistant Commissioner's management team and in consultation with the Division, Department/Section to:

- Agree viable health and safety objectives and plans with the Assistant Commissioner and senior civilian managers, and the process for monitoring progress with these, for instance using local health and safety committee meetings;
- Assist in the identification of trends in relation to mandatory training objectives, and liaise with CPD training to ensure that all officers and staff are competent in their specific roles;
- Analyse management information and actions relating to occupational incidents, injuries and ill health with the designated Inspector or civilian supervisor to agree recommendations and options for consideration at the local health and safety committee meetings;
- Liaise with Assistant Commissioner, Chief Superintendents/civilian managers and designated inspectors/civilian supervisors to ensure that appropriate occupational incident investigations have been initiated, completed and closed.

### 5.5.10 Health and Safety Section

Health and Safety Section is responsible for monitoring, co-ordinating and facilitating the implementation of the occupational health and safety management within An Garda Síochána. The Health and Safety Section:

- Develops Health and Safety policy and procedures, and makes guidance documentation available;
- Provides advice and support on health and safety matters to senior management, local management, Chief Medical Officer, Regional Safety Advisers, Employee Assistance Service, Compensation Section, Legal Action and the Professional Standards Unit.
- Monitors the implementation and operation of safety programmes and communicates findings with the relevant stakeholders to promote awareness and drive improvement;
- Monitors and track occupational incident, trends and statistics for reporting to senior management and where relevant, makes recommendations for corrective actions and improvements such as safer standard operating procedures and training;
- Develops training courses related to Garda health and safety policies, procedures and specific issues in cooperation with Chief Superintendent, Training and Development.
- Manages and strategically coordinates the Regional Safety Advisers;
- Consults and communicates with relevant stakeholders, both internal and external.
- Leads, promotes and monitors the implementation and effectiveness of the safety management system;
- Coordinates National Safety Committee meetings.



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**Figure 8: Garda Síochána Health and Safety structure**

### 5.5.11 Chief Superintendent Training & Development

Chief Superintendent of Training and Development is responsible for developing, and implementing training programmes in accordance with Garda policy and procedures.

### 5.5.12 Garda Transport Section

Garda Transport Section is responsible for the effective and efficient management of the Garda fleet, which encompasses the acquisition, service, maintenance, repair and disposal of official vehicles including motorcycles. It also manages the fleet management database, TRANMAN, which is used to record vehicle collisions and damage and is responsible for forwarding road traffic collision (RTC) reports to the relevant internal and external bodies.

### 5.5.13 Garda Occupational Health Service

The Garda Occupational Health Service, a team of qualified occupational clinicians, is responsible for (1) the application of medical guidelines to various policing functions including among others, recruitment (pre-employment medicals) and safety-critical functions such as pursuit driving and firearms duties; (2) medical (fitness for duty) evaluations and rehabilitative options; (3) providing medical input and advice on the introduction of new technology and procedures (4) preparing medical reports in relation to malicious injury to Garda members and (5) preparing members for various duties.

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#### **5.5.14 Garda Employee Assistance Services**

The Employee Assistance Service provides a confidential professional support and referral service to both serving and former members of An Garda Síochána, their immediate families, to students and to retired members of external police services and their immediate families' resident in the State.

The service is available to help resolve work or personal issues that are causing stress, worry or disruption to an individual's life, and provides a referral service to relevant specialist agencies, where appropriate. It also provides support and assistance to Garda Management and Supervisors who are trying to resolve member's personal difficulties and is responsible for managing and delivering a Critical Incident Stress Management Programme within the force.

The section is staffed by trained and qualified members, headed up by an Inspector, with a regional-based network of trained employee assistance officers and peer supporters.

*Note: Civilian employees avail of the Civil Service employee assistance programme.*


#### **5.5.15 Head of Accommodation (Housing Section)**

Head of Accommodation is responsible for managing the provision and maintenance of buildings in the Garda estate. This includes tenanted and rented premises.

#### **5.5.16 References**

Garda Code Chapter 3: Rank and Role Responsibilities

Garda Code Chapter 5: Safety, Health and Welfare at Work.

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## 5.6 Competence, training and awareness

### 5.6.1 Introduction

The organisation provides training programmes across the spectrum of police activity. Training commences with student/probationer training, and progresses through continuous professional development, management and supervisory training (development), specialist training, and promotional training courses.

Training is related to operational requirements, and implicitly therefore, the risks that individuals are exposed to. It follows that the starting point for identifying health and safety training needs, are the Garda risk assessments.

Training generally involves the process of raising an individual's skill and awareness to a desired standard of performance or behaviour through instruction or practice. For most Garda operational staff this means practical training in the skills and techniques they need to protect their health and safety while engaged in policing activities.

Training delivery methods can take many forms, ranging from practical demonstration, briefings, instructions, through to formal classroom tutoring. Table 4 on page 29 gives examples of some specific types of health and safety training courses provided within An Garda Síochána. The vast majority of police training is done in-house through the Garda Training College, but also through the CPD schools within each Division, and directly by the Health and Safety Section.

### 5.6.2 Recruitment and job descriptions

Role profiles are available for all job functions within An Garda Síochána. These stipulate minimum education and experience or competency requirements. They also include information regarding the main job activities, responsibilities and reporting relationships. Different processes operate for the recruitment of Garda students and civilian employees.


#### **Garda student/probationers**

Applicants apply through the Public Appointments Service. Minimum entry requirements are stipulated for candidates, who then have to undergo a rigorous three-stage selection procedure, comprising various evaluations, medical examination and possibly physical ability tests. Successful candidates then undergo a HETAC-accredited two-year training course, encompassing three phases and leading to a Bachelor of Arts (BA) Level 7 in Police Studies.

On successful completion of their probationary period, newly-sworn members are transferred to stations throughout the country as operational members.

#### **Civilian employees**

Civilian employees are part of the Civil Service and are recruited through the Public Service Appointments Service and undergo one week of induction training on commencing work.

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### 5.6.3 The Garda College

The Garda College is the national centre for police training, development and education within the State. It is a modern university campus type structure on 8 acres within the town of Templemore, Co. Tipperary. It also has 240 acres of undeveloped land available to it within the environs of Templemore for tactical and operational skills training interventions and for the development as a future Centre of Excellence for operational policing skills.

Training within An Garda Síochána is aligned to the Strategic Educational Model which allies training to the strategic, operational and tactical functions of the Garda organisation. An Garda Síochána's Mission and Vision, in addition to the key drivers, are central to this training approach in ensuring that the correct operational policing decisions are applied.

The College is HETAC-accredited as an Institute of Higher Education. It is linked with the wider network of police colleges through CEPOL, the European Police Colleges Association. It has also forged links with many other police training colleges worldwide. Gardaí attend courses at Police Colleges abroad through CEPOL, the European Police College which is the European Agency tasked with organising training for senior police officers in the Member States of the European Union. CEPOL is based in Bramshill in the United Kingdom. Every year CEPOL organises approximately 100 activities per year. Courses and seminars in cybercrime and counter terrorism, organised crime and drug trafficking are examples of the types of activity that CEPOL organises.

#### **BA in Applied Policing programme**

The BA programme is an accelerated programme delivered over three phases of learning, each of which is equivalent to a traditional academic year. The programme is organised around thematic modules reflecting operational roles and responsibilities. The methodologies employed are designed to support and reinforce learning in a consistent and coherent manner.

### 5.6.4 Continuous professional development (CPD) schools


There are 25 national CPD training centres that facilitate local training for the organisation. These provide and coordinate a wide variety of courses and seminars to groups and units within the Garda organisation, many of which are targeted at the various specialist units. The centres are responsible for delivery of the CPD core programme each year as well as additional courses which include health and safety-related topics.

### 5.6.5 Health and Safety Section

This section develops and delivers a number of health and safety courses, in particular those related to policies, procedures and documentation.

### 5.6.6 Other sections

A number of sections within An Garda Síochána may provide or facilitate training internally or externally, for instance the Garda National Traffic Bureau is involved in providing training in Evidential Breath Testing and in Load Safety (Transport).


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### 5.6.7 External health and safety courses

An Garda Síochána may offer to fund places on Health and Safety certificate or diploma courses from time to time. These opportunities are advertised as internal competitions and involve a selection process. In addition, Garda employees may apply at any time for funding to undertake health and safety courses.

<b>Trainer</b>	<b>Training courses – examples</b> Note: The list below represents a small number of examples of H&S-related training.	<b>Notes</b>
<b>Garda Training College</b>	Recruit/probationer	
	Driver Training Unit	Training courses for drivers of official vehicles
	Firearms	
	First aid	
	Emergency Response Units	
	Method of Entry	
	Public Order	
	ASP Baton, Handcuff, Pepper Spray	
	Custody Management	
<b>CPD Schools</b>	Ampel probe	
	Fire safety	May be done in conjunction with local emergency services
	Discipline Regulations	
<b>Health and Safety Section</b>	Safety Statement and Risk Assessment	
	Inspectors/Civilian Supervisors appointed to assist Chief Superintendents, Senior Civilian Management on Health and Safety matters.	
	Safety Representatives	
	Fire Warden	
	Provision of lectures and briefings to specialist units, civilian personnel and promotion/management courses.	On request
<b>Others e.g. GNTB</b>	Internal instruction manuals - Roads Policing Manual. Training to external bodies.	
<b>External Courses</b>	Health and Safety Certificate / Diploma	

**Table 4: Examples of Garda Síochána health and safety training courses**

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### **5.6.8 Assessment of learning**

A number of specialist training courses, particularly those focussed on safety-critical skills, have minimum performance/qualification criteria, with assessment. Examples include all driver training, firearms and first aid, and also all promotion courses.

There are standard approaches for dealing with people who may fail the various specific courses including such as, re-training or disqualification from specific roles.

### **5.6.9 Refresher training**

There are mandatory refresher training requirements for safety-critical skills, for example, the use of batons and incapacitant spray, firearms, and first aid.

### **5.6.10 Evaluation of training courses**

The majority of training interventions contain an evaluation of the effectiveness and appropriateness of training delivered, based on attendee feedback.


### **5.6.11 Training tracking and record retention**

The Garda College maintain training records of all training carried out by or on behalf of the college. Attendance records are entered onto individual's personal files on the relevant HR management system (members and civilian employees).

### **5.6.12 References**

- Garda Code, Chapter 5.7: Safety information to Personnel on Allocation.
- Garda Code, Chapter 5.9: Training.



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## 5.7 Consultation, participation and communication

### 5.7.1 Introduction

An Garda Síochána maintains appropriate channels of communication in relation to health and safety issues in order to:

- Keep all employees and third parties updated on relevant issues;
- Provide systems for the participation of employees and third parties in the continual improvement of health and safety matters;
- Provide employees with means to communicate their concerns and observations, and;
- Maintain a high level of awareness regarding health and safety risk management generally.

Managers and supervisors are responsible for creating a culture and environment which encourages and promotes the participation of employees. They are also responsible for keeping employees informed of health and safety matters and encouraging the communication of concerns and opportunities for improvement in health and safety risk management.


### 5.7.2 Consultation and communication - internal

The primary means of consultation and communication with employees on health and safety matters is through the organisational structure and line management and through the consultative forums mentioned below. This is also achieved through Regional Safety Advisers and Divisional Inspectors/Civilian Supervisors with responsibility for Health and Safety. Participation and consultation happens inherently as part of the process of hazard identification, risk assessment, the investigation of occupational incidents, during management inspections and during audits and examinations.

The daily and weekly performance accountability framework (PAF) meetings and operational briefings provide members with an opportunity to raise issues, including those relating to health and safety.

Other means of internal communication:

- Garda Portal – an extensive source of health and safety information. It has a facility that alerts people automatically when a document has been updated or newly posted;
- Email, noticeboards, posters; newsflashes and newsletters;
- Signage;
- Journals and magazines.

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A number of formal channels exist to facilitate the participation and consultation of employees at all levels within the organisation:

1. Safety committees;
2. Uniform committee;
3. Staff associations;
4. Safety representatives;
5. Employee Assistance Committee

### **5.7.3 National Safety Committee**

The composition of this committee is as follows:

- Executive Director Human Resources and People Development (Chair);
- Chief Superintendent/Superintendent, Human Resources and People Development;
- Chief Medical Officer;
- Director, Civilian HR Directorate
- Inspector/Sergeants, Health and Safety Section;
- Representatives from each of the following associations and unions: the Garda Representative Association (2); Association of Garda Sergeants and Inspectors; Superintendent's Association; Chief Superintendent's Association; Association of Higher Civil and Public Servants; Civil Public and Services Union; IMPACT Trade Union; Public Service Executive Union.

The terms of reference of this committee are documented and it meets every quarter.


### **5.7.4 Division/Section health and safety committees**

Each Chief Superintendent or Delegated Employer chairs a divisional or section health and safety committee. The committee is made up of the divisional or section management team, appropriate representatives for the division/districts or section, safety representatives, staff associations, where appropriate, and the Regional Health and Safety Adviser. The committee is a forum through which employees may make representations to management on matters of health and safety. In addition, the safety committee meetings provide the opportunity to discuss such issues as plans and progress in relation to the Safety, Health and Welfare Annual Report.

Safety committee meeting minutes are issued and are available to all employees within the division.

### **5.7.5 Local District committees**

Although not required by Garda policy, some Districts have elected to establish District-level safety committees. Such committees can provide a very useful forum for ensuring that local-level issues are addressed effectively and efficiently and also serve to strengthen the dissemination of corporate policies and monitoring of their implementation.

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### 5.7.6 Uniform Committee

This committee consists of the:

- Chief Superintendent Garda Professional Standards;
- Health and Safety Section;
- Staff association representatives;
- Procurement Section;
- Government Supplies Agency representative.

It meets several times a year to review the on-going suitability of Garda uniform and the introduction of new uniform and to coordinate pilot programmes where necessary.

### 5.7.7 Safety representatives

Safety representatives are elected by fellow employees in each District/Section and play an important role in the consultation process. Each Division/Section is invited, by way of a HQ directive, to select new representatives every three years.

Representatives can attend safety committee meetings and are also free to raise issues through line management at any time.

### 5.7.8 Special task groups

Consultative task groups may be set up to trial, test pilot and review new procedures or equipment prior to introduction. Examples include the introduction of new roster system and the introduction of protective vests.


### 5.7.9 Lessons learned framework

*'Lessons Learned'* is a system aimed at developing and continuously improving performance across all areas of the organisation, and all issues affecting the organisation, including health and safety. Its aim is to establish a lessons learned culture in which any employee can make a submission in relation to something that is working well or something that they believe requires improvement or remedial action.

It is governed by a Board, which is chaired by Deputy Commissioner Strategy and Change Management, with the following membership: Director of Communications; Head of Legal Affairs; Chief Superintendent Professional Standards; Chief Superintendent Garda College; Head of Internal Audit; Chief Superintendent Internal Affairs; National Risk Manager; *Lessons Learned* Co-ordinator – Superintendent Change Management.

### 5.7.10 Consultation and communication – external parties

Consultation with contractors working at Garda locations is normally facilitated through the appointed OPW Representative/Liaison, and formal communications are primarily their responsibility. A local employee may be designated to interface with the contractor as required.

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Consultation with external agencies, including regulatory agencies such as the Emergency Services and the Health and Safety Authority for instance in relation to fire safety, emergency arrangements or other health and safety matters at Garda locations, takes place on an as-needed basis. There is regular contact and consultation with other statutory agencies such as the State Claims Agency.

There is a formal policy governing correspondence and channels of communication with Government departments and external bodies. The established lines of communication for formal correspondence with external parties are indicated below.

External Party	Garda Section/Unit responsible	Issue/scope
<b>Health and Safety Authority</b>		
	Delegated Employer	Correspondence related to inspections and matters arising.
	Executive Director Human Resources and People Development	Organisational-wide issues
<b>State Claims Agency</b>		
SCA Risk Management Unit	(1) HRPD Health and Safety. (2) Garda Transport. (3) Various sections. (Request for incidents and claims data must be authorised by inspector grade or higher)	(1) Health and safety risk management issues – all issues other than RTCs; (2) RTC reports and preliminary inquiries. (3) Claims-related financial reports. Miscellaneous queries relating to risk, indemnity, claims etc.
SCA Claims Managers	(1) Legal Affairs (2) Garda Transport.	(1) Management of claims. (2) RTC reports and preliminary inquiries.
SCA Operations (Accounts)	Garda Finance	Claims-related reimbursement requests.
<b>Dept. Justice and Equality</b>		
	Internal Affairs	Garda Compensation Scheme (malicious assault);
	HRPD	Overseas members.
	Garda Finance	Claims against An Garda Síochána.

**Table 5: Communications with external parties**

### 5.7.11 References

- Garda Code, Chapter 47: Correspondence.
- HQ Directive 20/10 ‘Lessons Learned Framework’.

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## 5.8 Documentation and document control

### 5.8.1 Introduction

An Garda Síochána maintains up-to-date documentation sufficient to ensure that the health and safety management system can be adequately understood and effectively operated.

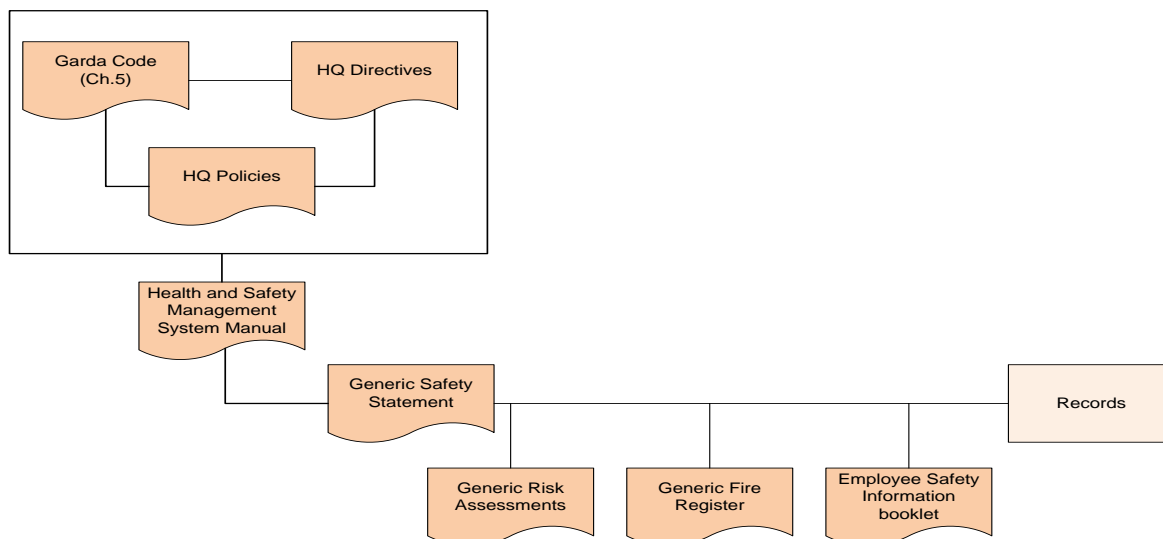
Corporate-level documents relevant to health and safety include:

- The Garda Code – an extensive, high-level policy and reference manual covering all aspects of Garda operations;
- HQ directives – containing detailed instructions on specific issues and which supplement the Garda Code;
- Other policies and protocols;
- Health and Safety Management System Manual;
- Generic safety statement and risk assessments;
- Generic Fire register;
- Safety information booklet;
- Safety induction presentation.

Corporate-level health and safety documentation is prepared, issued and controlled by the Health and Safety Section. Draft policies and procedures are reviewed by management within Human Resources and People Development prior to being forwarded for approval by the Garda Commissioner.

Access to all policies, the manual and generic documents and templates is facilitated via the Garda portal. Strict change control protocols are in place for documents placed on the portal.

The Health and Safety Management System Manual will be reviewed whenever significant changes occur in the organisation, the management system, policies, or procedures.



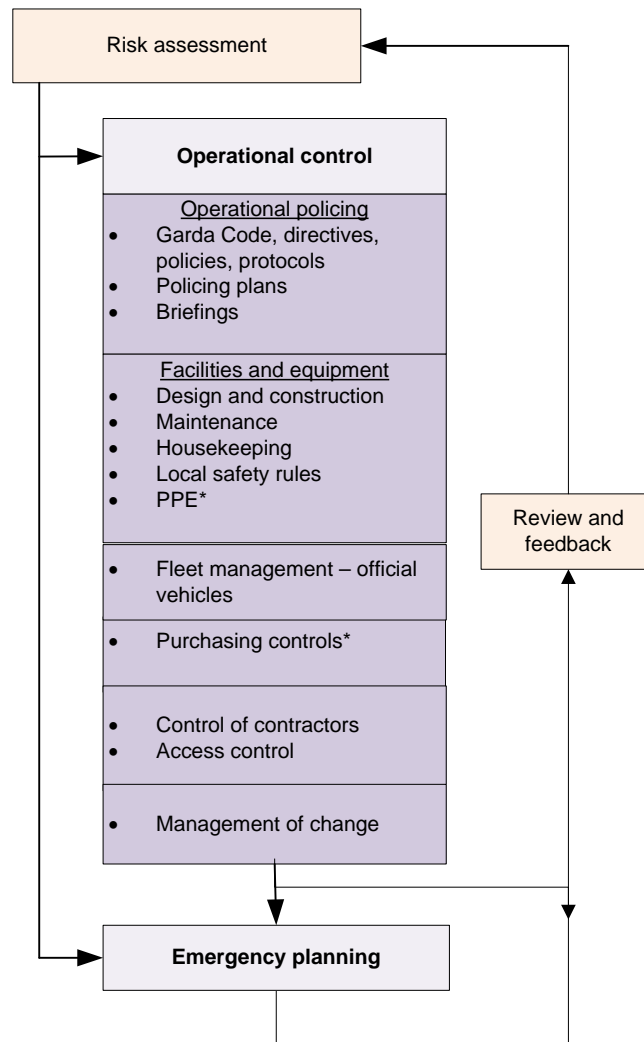
**Figure 9: Garda Síochána health and safety documentation hierarchy**

## 5.9 Operational Control

### 5.9.1 Introduction

Operational controls are the means by which the organisation manages its health and safety risks and complies with its legal obligations. In this section, ‘operational’ refers to the widest sense of the word, not just to the normal Garda definition of core policing activities and includes the following aspects:

- Control of operational policing activities;
- Management of estates and facilities;
- Fleet management;
- Purchase of goods, equipment, and services, including external resources;
- Control of contractors;
- Access control and security;
- Management of change.



\* Corporate-level control


**Figure 10: Elements of operational control**

### 5.9.2 Operational policing

There are established principles, protocols and practices for conducting day-to-day policing activities that are documented in key policies and procedures such as the Garda Code and others described in Section 5.8. They are also embedded in the training and skills development of Garda members, enabling them to carry out their duties as safely as is reasonably practicable.

These principles and practices are reinforced and supported through the day-to-day management processes in operational sections, in which the communication of information is crucial. For instance:

- Operational pre-planning assessments and briefings (written and verbal), which outline the strategies, tactics and controls for planned operations such as searches;
- Daily and weekly unit PAF meetings.

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### 5.9.3 Estates/Facilities

#### 5.9.3.1 Design and construction of new buildings

Garda Housing Section is responsible for coordinating the provision and maintenance of Garda accommodation. The OPW have responsibility for procuring, designing and constructing buildings on behalf of An Garda Síochána.

Garda Housing utilises a *Brief of Requirements*, which has been developed over time, as the basic starting point for design of a new station. Following consultation with local users this design brief is then modified to suit specific needs and communicated to the OPW. The initial design, in the form of a sketch scheme, is reviewed by local management and key internal stakeholders (local management, staff associations, Regional Safety Adviser, Crime Prevention Officer and Telecoms representative) before finalising. In the case of larger projects, Housing conducts post-completion reviews, and lessons learned from the project are included by way of an update to the Design Brief.

Construction and commissioning is managed by the OPW on behalf of An Garda Síochána. The OPW appoint the Project Supervisor Design Phase (PSDP) and Project Supervisor Construction Stage (PSCS). They are also responsible for the preparation of the Safety File and operation and maintenance (O&M) manuals, to be provided to local Garda management following handover and acceptance.

#### 5.9.3.2 Maintenance, repairs and improvements (smaller projects)

As with other Government departments and authorities, the OPW are responsible for arranging maintenance and repairs as requested by local Garda management through a designated liaison, typically a regional architect. Expenditure and authorisation is subject to the constraints of Department of Finance Circular 1/13.

#### 5.9.3.3 Maintenance of fire protection and emergency response equipment


External service providers are employed to carry out the (competent person) maintenance, inspection and testing of fire protection and emergency response equipment. Specific services, typically electrical-type, such as emergency lighting are arranged through the local OPW office while others such as fire extinguishers, fire hose reels etc. are arranged directly by Garda Housing. Full details are available in the fire register.

Documented service specifications and deliverables have been established for those services organised directly by Garda Housing.

#### 5.9.3.4 Housekeeping and local requirements

Local management are responsible for the day-to-day maintenance and management of Garda buildings and for setting standards with regard to housekeeping, facilities inspections and local safety rules and requirements.



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#### **5.9.4 Fleet management and maintenance**

This refers to vehicles, including cars, vans, motorbikes and specialist vehicles.

Official vehicles, in particular cars, are critical in the routine day-to-day operations of the Gardaí and are, de-facto, ‘workplaces’ for the purpose of health and safety regulations. The Garda fleet consists of approximately 2,500 vehicles, allocated across divisions, as authorised by the relevant Regional Commissioner.

Servicing of vehicles is outsourced and there is a national contract in place for the priority servicing of official vehicles (cars, vans). In addition, health and quality checks are integrated into the routine servicing in order to ensure the safety and roadworthiness of official vehicles.

There are documented requirements governing checks and inspections by vehicle drivers and supervisors and the recording of vehicle usage information.

#### **5.9.5 Purchase of goods, equipment and services**

Purchasing activities are subject to Governmental policy and Department of Finance Guidelines, and are centralised through Garda Procurement Section.

This section works closely with the National Procurement Office, through which everyday goods, equipment, fuel, furniture, clothing (uniform), standard PPE and flooring are purchased. Requests for tenders (RFTs) issued by this office includes references to relevant technical safety standards.


Procurement Section issues contracts and purchasing orders directly for specialist-type equipment such as crowd control barriers, protective vests etc.

Procurement engages with the requesting section/departments to determine appropriate specifications. A review of previous contracts is conducted prior to issuing a new one, including a review of the specification, user experiences etc.

In the absence of EU or Irish norms or standards, for example with particular technical equipment, alternatives such as UK Home Office standards will be used in defining the specification.

Health and Safety Section has a formal role in determining specification through their participation in the Uniform Committee. Input to purchasing specifications for other equipment types is also sought from the Health and Safety Section on an as-needed basis.

For items such as new uniform components, evaluation teams are established and pilot trials are run to evaluate suitability (fit-for-purpose) and define final specifications. There are restrictions on the type and level of purchasing that can be carried out locally.

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#### **5.9.5.1 Hiring equipment**

Equipment hire is requested by the requesting section or department through Procurement, who work together in defining the specifications. The provision of any required training is addressed in the hiring arrangements.

#### **5.9.5.2 Control of contractors**

Apart from urgent work, the appointment of contractors is the responsibility of the OPW. A local liaison may be appointed to interface with the contractor, but the work is overseen by the OPW. Consultation and communication with contractors is described in Section 5.7.

#### **5.9.5.3 Security and access controls**

Before commencing work at a Garda location, contractors have to obtain advance security clearance. Security, access and health and safety requirements are contained in the eTenders request for tender (RFT) template. This also incorporates a ‘Code of Conduct for staff’ which applies to all service personnel who visit Garda sites.

Similarly, depending on areas and level of access, certain visitors may be subjected to security clearance.

Within stations, access from the public area to the station is controlled by coded door keypad. In busy or higher-risk locations, access to Garda car parks is controlled via access-controlled gates and/or barriers. CCTV is used in many locations.


#### **5.9.6 Management of change**

The implementation of large structural and cultural change projects within An Garda Síochána is managed by the Change Management Unit. This unit works on various change projects in the organisation, forming the link between the business needs of the organisation and the project developers.

Smaller changes such as those to operational policies and procedures are communicated by way of Directive by the issuing department or section.

#### **5.9.7 References**

- Garda Code - various chapters relating to operational policing.
- Chapter 5.16 Employment of Outside Contractors.
- Chapter 35 Transport Resource Fleet.
- ‘Brief of Requirements’ - Garda station design.

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## **5.10 Emergency preparedness and response**

### **5.10.1 Introduction**

This section describes internal emergency planning arrangements within An Garda Síochána, that is, arrangements to deal with potential emergency events in Garda buildings and facilities. By and large, local management have responsibility for developing and implementing appropriate emergency and fire safety management programmes.

### **5.10.2 Fire safety and emergency response equipment**

Garda premises meet the minimum legal standards in terms of (fire) emergency response equipment. Additional equipment may be installed based on the outcome of a risk assessment. Details of the equipment present are contained in the local Fire Register.

The programme for the inspection and maintenance of fire safety equipment is described in the previous section on ‘Operational Control’.

### **5.10.3 Emergencies - roles and responsibilities**

Divisional Inspectors/civilian supervisors are appointed to ensure the implementation of the fire safety programme. Fire Wardens are appointed in each building and are trained either locally in CPD schools or centrally via Health and Safety Section-run training course.

The local safety statement outlines the emergency response organisation and key roles and responsibilities.

### **5.10.4 Emergency procedures**

Emergency procedures are developed at local level and focus on safe evacuation of all occupants, including prisoners. These procedures are based on an evaluation of the facility, including the size, operations, location and neighbouring premises. Procedures are contained in the safety statement and are also posted throughout buildings as fire and emergency instructions.

### **5.10.5 Training**

Local management has discretionary authority in terms of delivering fire safety and emergency response training, for example training of fire wardens, use of fire safety and emergency response equipment, and fire drills.

Corporate policy requires that fire drills are run at least twice annually, and incorporate the actual or simulated evacuation of prisoners where possible.

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#### **5.10.6 First aid**

An Garda Síochána has trained first aiders at a large number of locations. First aid training needs are reviewed using criteria recommended in published guidelines and modified to suit organisational needs.

#### **5.10.7 Employee Assistance Services**

The Employee Assistance programme is available for use by employees following traumatic events. See Section 5.5.14 for more detail.

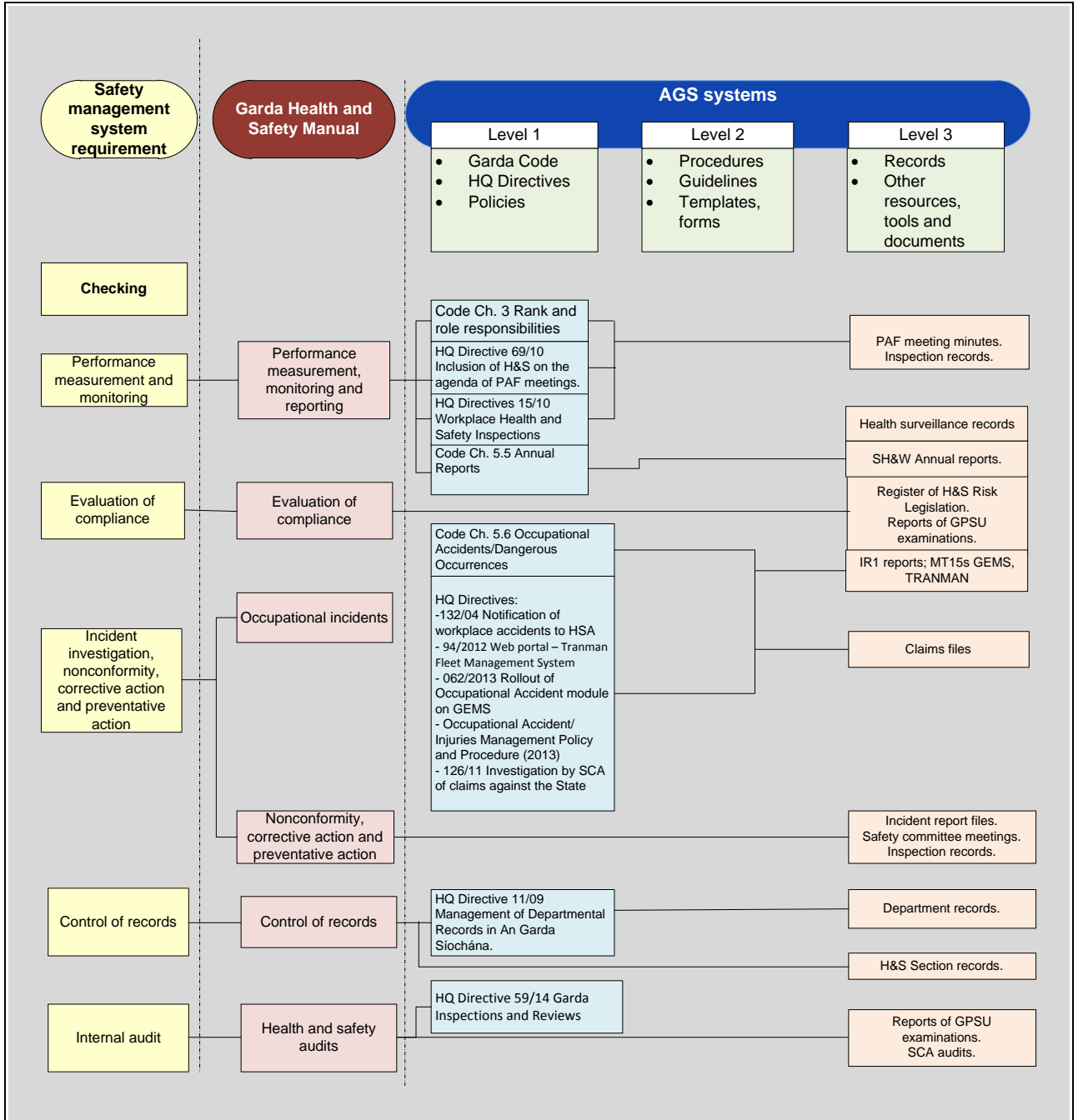
#### **5.10.8 References**


- Garda Code Chapter 5.15 ‘Fire Safety Programme’.
- HQ Directive 02/11 ‘Generic Emergency Evacuation of Persons in Garda Custody’.
- Generic Fire Register.
- Garda Code Chapter 5.11 ‘First Aid information’.
- Generic Safety Statement Section 17 ‘First Aid information’.
- Garda Employee Assistance Service booklet available on Garda Portal.



## 6.0 Checking

### Section at-a-glance:



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## 6.1 Introduction

Checking refers to health and safety performance measurement and monitoring, and is used to track progress on meeting commitments, achieving objectives and targets and on continual improvement. Monitoring and measurement can be either qualitative or quantitative and either proactive or reactive. While proactive measures or indicators are more effective in driving performance improvements and in reducing injuries and ill health, An Garda Síochána makes use of both leading and lagging indicators to demonstrate overall health and safety performance.

## 6.2 Proactive monitoring and measurement

This encompasses:

- Progress in achieving objectives;
- Assessment of compliance with legal requirements;
- Management evaluations and inspections incorporating health and safety;
- Supervisory inspections – vehicles; routine housekeeping; spot-checks;
- The use of internal audit and examination results;
- External inspection and audit results;
- Legally-required inspections for example, of fire safety and other equipment;
- Other equipment technical maintenance such as results of vehicle servicing;
- Health screening;
- Exposure monitoring;
- Annual reports;
- Benchmarking against other jurisdictions.


### 6.2.1 Progress in achieving objectives

Progress with achieving the objectives is reviewed at the management performance and accountability framework (PAF) meetings.

At Division level, progress with achieving the objectives is reviewed at the management accountability meetings and also at quarterly divisional safety committee meetings or equivalent.

### 6.2.2 Assessment of compliance

This involves the evaluation of compliance with legal and internal requirements at both corporate level (Health and Safety Section) and local level, and is described in more detail in Section 6.5. Evaluation of compliance and in Section 6.9.1 Internal health and safety audits.

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### **6.2.3 Management evaluations and inspections incorporating health and safety**

Occupational health and safety is monitored through performance accountability framework meetings, as part of the corporate risk management programme (self-assessment) and through management inspections of stations and facilities.

### **6.2.4 Supervisory inspections – vehicles, housekeeping, spot-checks**

There are internal requirements for inspection of vehicles both by official drivers and by Supervisors. Housekeeping inspections and spot-checks are at the initiative and discretion of local management.

### **6.2.5 Health and safety examinations**

The Garda Professional Standards Unit ensures that each division/section's safety performance is in keeping with current organisational policies and procedures.

### **6.2.6 Inspection, audit and reviews by external bodies**

Inspections and audits are carried out by the Health and Safety Authority, the Garda Inspectorate and the State Claims Agency. These encompass compliance evaluations, programme reviews, performance improvements and best practice recommendations. Results and reports are fed back to relevant management and sections to act on results.

### **6.2.7 Legally-required inspections such as fire safety and other equipment**

This encompasses inspection of equipment such as fire safety and emergency equipment; lifts, fall-arrest systems; technical equipment such as diving gear; vehicle service reports and trends.

### **6.2.8 Health screening**

Health screening is carried out by the Occupational Health Department and there is a programme of surveillance monitoring for various activities and specific roles, such as drivers, firearms users etc.

### **6.2.9 Exposure monitoring**


Exposure monitoring is not a frequent requirement in An Garda Síochána. Examples include:

- evaluating occupational noise exposures for certain activities;
- measuring occupational lead levels at firing ranges;
- measuring radon levels in Garda buildings.

### **6.2.10 Safety, Health and Welfare Annual Reports**

This report, submitted annually by each division to HQ Health and Safety Section, consists of:

- Confirmation of compliance with various internal health and safety requirements;
- An outline of significant health and safety initiatives.

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### 6.2.11 Benchmarking

Benchmarking is carried out on an as-needed basis against other State authorities and also other police forces and jurisdictions.

### 6.3 Reactive monitoring

This encompasses monitoring of:

- Injuries, ill health, absence and claims data;
- Road traffic collision and vehicle damage information.

Health and Safety Section collates data on occupational injuries and ill health from the Garda Employee Management System (GEMS) and reports results to the Executive Director Human Resources and People Development. Transport Section collates data relating to Garda vehicles from TRANMAN.

Each division/ section also reports data on its occupational accidents in its Health and Safety Annual report.


Sickness absence is monitored at local level and also at corporate level by Human Resources and People Development, using the Sickness Absence Management System (SAMS).

The State Claims Agency collates data relating to reported incidents and subsequent claims involving Garda employees, members of the public, or their property. Data is provided routinely to Executive Director Human Resources and People Development, but also on request to any section, with the appropriate level of authorisation.

### 6.4 References

- Garda Code Chapter 5 Safety, Health and Welfare Work and Chapter 5.5 – Annual Reports.
- HQ Directive 15/10 ‘Workplace Health and Safety Inspections in An Garda Síochána’.
- HQ Directive 69/10 ‘Inclusion of Health and Safety on the Agenda of All Accountability Framework meetings within An Garda Síochána’.



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## 6.5 Evaluation of compliance

This involves the evaluation of compliance against legal and other requirements identified as applicable to occupational health and safety and litigation risk within An Garda Síochána.

There are two levels of evaluation:

- a) HQ-level compliance with relevant health and safety litigation legislation;
- b) Local-level compliance with legal requirements, and Garda internal requirements such as the Garda Code, HQ Directives and policies.

At HQ or corporate level, An Garda Síochána uses the Register of Health and Safety Risk Legislation, described in Section 4.5.3, as the primary basis for the evaluation. This includes recording the corporate-level policies and procedures that are in place to address the requirements of the particular requirement. It does not reflect the level of internal or local compliance with these policies and procedures.

Local-level compliance is evaluated during management inspections, reviews, and through audits, examinations and self-assessments carried out by local management, the GPSU and external regulatory bodies.

## 6.6 Occupational accidents (incidents) and dangerous occurrences

There are internal requirements regarding the reporting and investigation of occupational accidents, (incidents) and dangerous occurrences, including road traffic collisions (RTCs), All injuries sustained by Garda employees, student/probationers and Garda Reserve members are required to be reported immediately as is practicable to the individual's first line supervisor, who completes an injury/incident form and forwards to the District HQ for entry onto the Garda Employee Management System (GEMS). Similarly road traffic collisions involving official vehicles are reported to the District Office for input onto the TRANMAN system.

Local investigation is required in order to identify causal factors, corrective actions and for analysing statistics available from the GEMS to identify corrective programmes or procedures.

Occupational incidents which result in employees having more than three days lost-time are required to be reported via Divisional Office (using the original form) to HQ Health and Safety Section. It forwards the report to the Health and Safety Authority, to Garda Legal Affairs and to the SCA.

A written IR1 form is also submitted for incidents that result in a non-employee requiring medical treatment. Similarly, an IR3 form must also be submitted in the case of a dangerous occurrence.



Adverse events which may give rise to a compensation claim at a later stage are reported and a copy sent to the State Claims Agency.

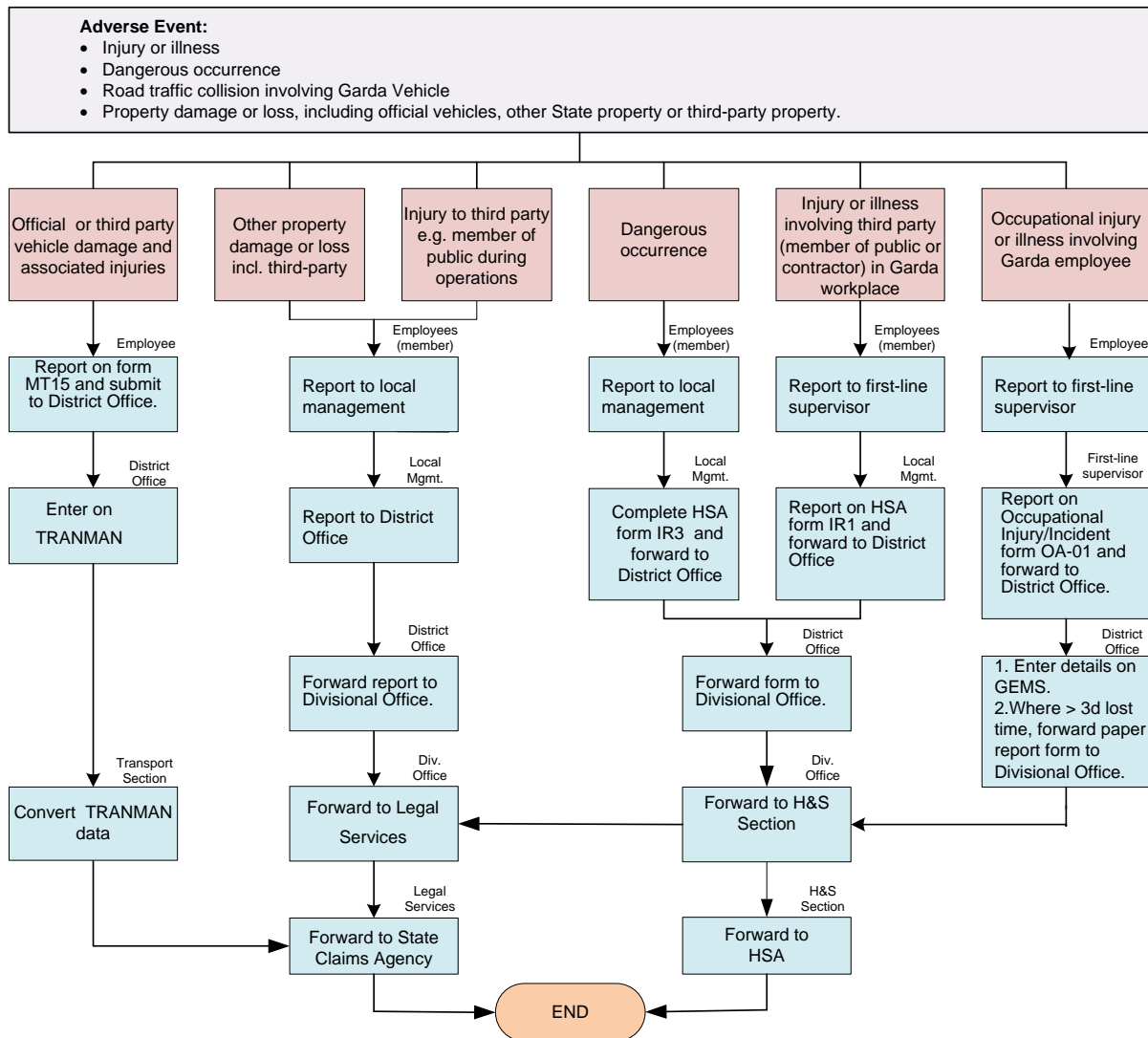



Figure 11: Garda Síochána incident reporting paths

### 6.6.1 References

- Garda Code 5.6 Occupational Accidents/Dangerous Occurrences.
- HQ Directive 132/04 Notification of Workplace Accidents to the Health and Safety Authority.
- HQ Directive 94/2012 Web portal – Tranman Fleet Management System.
- Garda Síochána Occupational Accident/Injuries Management Policy and Procedure (2013).
- HQ Directive 062/2013 Rollout of Occupational Accident module on GEMS.

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- HQ Directive 126/11 Investigation by the State Claims Agency of Claims against the State under the NTMA (Amendment) Act 2000.

### **6.7 Nonconformity, corrective action and preventive action**

A nonconformity is a non-fulfilment of a requirement, either internal policy or legal or other. Examples are failure to comply with health and safety legislation, to evaluate compliance, failure to meet training needs, documentation being out of date, and failure to record incidents.

Nonconformities can be identified during any number of activities, including:

- Risk assessment and review;
- Monitoring and measurement activities;
- Routine supervisory inspections;
- Reviews, examinations, inspections and audits.

Records of nonconformities are maintained and managed locally. Corrective actions are recorded locally, and are reviewed as part of safety committee meeting agenda.

### **6.8 Control of records**

Occupational health and safety records include:

- Register of Legislation (HQ);
- Evaluation of compliance (HQ);
- Site-specific risk assessments;
- Training records;
- Safety committee meeting minutes;
- Health surveillance records;
- Emergency response drill reports;
- Performance measurement and monitoring reports;
- Inspection reports;
- Incident reports, investigation and follow-up reports;
- Corrective and preventative action records;
- Audit reports;
- Management review records/reports.

Incident reports are required to be kept for 10 years.

#### **6.8.1 References**

HQ Directive 11/09 'Management of Departmental Records in An Garda Síochána'.

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## 6.9 Health and safety audits

### 6.9.1 Internal health and safety audits

Internal health and safety audits are used to review and evaluate the performance of the management systems. In addition to evaluating compliance, such audits also make recommendations for programme improvements. The Garda Professional Standards Unit examines and evaluates the effectiveness of, and adherence to, Safety, Health and Welfare legislation and organisational policy and procedures.

The Regional Safety Advisers carry out audits within their own areas and provide reports to local management.


Records of all audits, follow-ups and updates are maintained locally, typically in divisional offices.

### 6.9.2 External health and safety audits

External audits refers to inspections, reviews, evaluations and audits carried out by external bodies such as statutory agencies (the Health and Safety Authority, the Garda Inspectorate, the State Claims Agency) or any contracted third party. HSA inspections may be planned or unannounced. SCA reviews and audits are arranged via the Health and Safety Section.

### 6.9.3 References

- HQ Directive 59/15 'Garda Inspections and Reviews'.

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## 7.0 Management Review

### 7.1 Introduction

An Garda Síochána's Health and Safety Management System will be subject to at least one annual management review, to ensure its continuing suitability, adequacy and effectiveness.

The management annual review is carried out at two levels;

- Divisional/Sectional level
- Headquarters level

### 7.2 Divisional/Sectional review

Chief Superintendents and Senior Civilian Managers conduct an annual review of the management of health and safety in their respective Divisions/Sections and produce an annual health and safety report.

### 7.3 Health and Safety Executive Management Team

The Health & Safety Executive Management Team consists of

- Executive Director Human Resources and People Development (Chairperson)
- Chief Superintendent Garda Professional Standards
- Chief Superintendent Human Resources and People Development
- Chief Superintendent Training and Continuous Professional Development
- Head of Accommodation
- Head of Transport
- An Garda Síochána's National Safety Adviser
- External Advisers (State Claims Agency)

The Health and Safety Executive Management Team conducts an annual review of the occupational health and safety management system.

The review will include information pertaining to;

- issues/initiatives raised through Committees and individuals
- occupational accidents and complaints
- audit findings
- applicability of health and safety policies and procedures
- legislation requirements
- objectives and targets and status to date
- management structure, resources and training requirements

<p><b>An Garda Síochána</b></p> 	<p><b>Health and Safety Management System Manual</b></p>	<p>Version: 01</p>
<p>Date: 2<sup>nd</sup> June 2015</p>		

#### **7.4 Commissioners Management Meeting**

The Chair of the Health and Safety Executive Team will report regularly to the Commissioners Management Meeting on matters of policy, strategy and performance in relation to health and safety within An Garda Síochána. The Chair of the Board will also report to the Risk Management Governance Board on any issues that need attention.

#### **7.5 Reference**

- Garda Code, Chapter 5.5
- HQ Directive 09/14 – Health and Safety Executive Management Team

