



**ASSOCIATION OF
CHIEF POLICE OFFICERS**

ACPO Guidelines & Principles on Chaplaincy in the Police Service

The Association of Chief Police Officers has agreed to these guidelines being circulated to, and adopted by, Police Forces in England, Wales & Northern Ireland.

It is NOT PROTECTIVELY MARKED under the Government Protective Marking Scheme and it is disclosable under the Freedom of Information Act 2000.

ACPO © 2013

Document information

Protective marking	NOT PROTECTIVELY MARKED
Author	ACPO
Force/Organisation	ACPO
National Policing Business Area	Equality, Diversity & Human Rights
Contact details	020 7084 8959
Review date	January 2015
Version	1.0

These guidelines have been produced and approved by the National Policing Equality, Diversity & Human Rights Business Area. The document was approved by Chief Constables' Council on 25th January 2013. The purpose of this document is to publish the benchmarking standards for the criteria of selection for Police Chaplains both paid and volunteer. Chaplaincy focuses on spiritual and emotional needs and offers a complementary role to that of trained counsellors, occupational health and welfare units in police forces & constabularies. It will be updated and re-published as necessary.

Any queries relating to this document should be directed to either the author detailed above or the ACPO Programme Support Office on 020 7084 8959/8958.

Contents

Section		Page
1	Introduction	4
2	Principles of Police Chaplaincy	4
3	Guidelines for the Recruitment and Deployment of Police Chaplains	5
4	Responsibilities of the Police Service	6

Appendix A	Job Description and Specification (Page 7)
Appendix B	Chaplaincy in Action (Page 10)
Appendix C	Force Risk Assessment (Page 12)

1. SECTION 1 – INTRODUCTION

- 1.1 It was the useful comment of a Force medical officer who, describing the value of chaplaincy, defined his understanding of spirituality. He commented, “spirituality is not to be confused with religious commitment, for spiritual identity is an essential part of the whole being”. With this broad understanding of spirituality, spiritual needs embrace and include wide ranging emotional needs, for example: feelings of guilt, isolation, lack of self esteem and self-worth. In discussions relating to police chaplaincy, a Police Federation spokesperson spoke of how, “there are officers and staff who are hurting spiritually who need spiritual healing”.
- 1.2 With a brief that focuses on spiritual and emotional needs, chaplaincy offers a complementary role to that of trained counsellors, occupational health and welfare units. It is a role to which the chaplain, knowing at first hand the working ethos of the police service, can professionally and effectively respond. Affirming the worth of every police employee, responding to the needs of all ranks and grades, proactively seeking out personnel in the high-pressure areas, the chaplains’ key responsibility is to work with others in support roles helping to keep personnel fit and healthy. It is a role, which one chaplain described as, “healing and binding up those within the police service who constantly have to deal with the damaging effects of our human nature”.
- 1.3 Furthermore, because of the chaplains’ personal commitment to ethical values and concepts of justice, they will naturally identify with those who work in the police service; as a Superintendent commented: “a chaplain, like members of the police service, has a sense of fairness and a hatred of injustice”.

2. SECTION 2 – PRINCIPLES OF POLICE CHAPLAINCY

- 2.1 **Acceptance:** No one is beyond the scope of chaplaincy and all will be accepted regardless of a person’s lifestyle, to the full spectrum of diversity, or whatever they might have done, the chaplain is there for them. The confidential nature of the chaplain’s work makes them a point of contact for those who might be at odds with the organisation or who feel that this is the case.
- 2.2 **Advocacy:** Because of their independence, chaplains can act as advocates or friends in certain situations. To be a go-between can often give the break through when relationships have been significantly damaged.
- 2.3 **Availability:** Most chaplains are volunteers, committed to giving time to the police service. They will respond when needed, whatever time that may be. If an individual chaplain cannot respond they will arrange for a colleague to attend. Experience says that chaplains are not called as often as they could and should be. Chaplains are prepared to meet staff wherever and whenever necessary.
- 2.4 **Care:** The core of chaplaincy is care - meaning wanting the best for someone. Meeting the person’s needs rather than simply their expressed wants.
- 2.5 **Confidential:** What is said to a chaplain is confidential and will only be revealed to others with the person’s express permission or if the law requires it. Confidentiality is the one attribute chaplain’s guard above all others and it is what good, credible chaplaincy is based on.
- 2.6 **Conversion/Proselytising:** Although chaplains are people of faith, they will not force their religious beliefs on others or try to gain adherents to their faith.
- 2.7 **Credibility:** A chaplain will have integrity. The police service can expect good, ethical behaviour from their chaplain. They can expect a chaplain to stand up for what is right and just – whoever that might affect.

- 2.8 **Critical Friend:** Since they are independent yet informed, chaplains are able to reflect on situations as a critical friend. These can be from major strategic decisions with wide implications for staff to the relationships within the management/supervisory structures.
- 2.9 **Familiar friend:** Good chaplaincy works because of the relationships built with staff by just “being there”. Chaplains are genuinely interested in all members of the police service. What they and their families do, and their successes or failures, are important to the chaplain. They will be pleased to share both the joys and the sorrows of people’s lives. It is because of these relationships that a chaplain can help a member of staff more easily when facing difficulty or stress wherever that may be occurring.
- 2.10 **Flexibility:** Chaplains are acutely aware that the police service is continually changing and endeavour to adapt to change as it happens.
- 2.11 **Informed:** Chaplains will be used to keeping themselves up to date with personnel moves, new intakes of staff or those needing care. They will endeavour to keep abreast of the latest policy and listen to the “word on the street” to understand the current pressures on staff.
- 2.12 **Knowledgeable about the Police Service:** A chaplain should know what the world of the police is like. Time is needed to understand the culture, ethos and jargon of the police service.
- 2.13 **Knowledgeable about the Community:** Most chaplains are rooted in their local community and can be a good connection with local secular & religious groups. As such they can be a trusted source of advice to both police & community.
- 2.14 **Victim Support:** Chaplaincy is for members of the police service and is not there to deal with victims, offenders and ordinary members of the public.
- 2.15 **Welfare and Counselling:** Chaplaincy is not a welfare service nor is it a counselling service although it is a complementary service supporting both.

3. SECTION 3 – GUIDELINES FOR THE RECRUITMENT AND DEPLOYMENT OF POLICE CHAPLAINS

- 3.1 These following points are benchmark standards for the criteria of the selection for Police Chaplains both paid and volunteer.
- 3.2 The way in which chaplaincy is implemented will vary from police force to police force. In general chaplains are available:
- To offer personal, practical and spiritual support to all police officers and police staff regardless of their faith/belief system or lack of one. This support may extend to the families of police officers and police staff;
 - To assist in building links with communities;
 - To advise on operational religious matters as appropriate;
 - To assist in co-ordinating a multi faith response to major/critical incidents;
 - To assist police commander in appropriate operational circumstances such as hostage incidents, traumatic events, major incidents, critical incidents and public disorder etc;
 - To provide an indicator to commanders in relation to morale issues; and
 - To co-ordinate and lead on the conduct of services as appropriate such as weddings, funerals and official services for police employees.

3.3 CRITERIA FOR APPOINTMENT – ALL CHAPLAINS

- 3.3.1 The following criteria should be applied to chaplains from all faith communities and traditions:

- The chaplain comes from a recognised sending faith organisation, which has a robust training and appointments structure and which gives their formal support for the appointment;
- The chaplain has a firm pathway of review within and accountability to the sending faith organisation;
- That the chaplain has been trained to a recognised and consistent standard in religious and pastoral care issues;
- In addition a chaplain will be:
 - Able to relate to those of a different faith to themselves, or of no faith at all;
 - Aware of the issues of confidentiality;
 - Impartial and non judgemental;
 - A good listener;
 - Approachable;
 - Experienced in providing pastoral support across a broad spectrum of the community;
 - Able to offer a regular pattern of visits to the unit to which they have been appointed; and
 - Prepared to learn and continue to learn about the role of the police in maintaining law and order and in serving the community.

3.3.2 Ideally the interview process should be agreed and the appointment should be made jointly by the police and by the sending religious body. The National Association of Chaplains to the Police (NACP) should be invited to attend the interview process for full or part time lead chaplains.

3.3.3 Every chaplain is required to provide information for the police vetting process prior to appointment. It is recommended that this is a minimum of Recruitment Vetting with CTC security check. Some posts including all lead chaplains should be required to be Security Cleared.

3.3.4 A police chaplain will be expected to become a member of the NACP. All chaplains will attend an appropriate training course as recommended by the NACP at the earliest opportunity and within one year of appointment at the latest.

4. SECTION 4 – RESPONSIBILITIES OF THE POLICE SERVICE

4.1 The police service has a responsibility to ensure that chaplains can carry out their duties as effectively as possible. The police service has the following responsibilities:

- To ensure that paid chaplains (usually coordinating/senior/lead chaplains) who are an integral part of the police service are treated as members of staff and provided with appropriate welfare support and training as appropriate for their role as chaplain.
- To ensure that there is a clear reporting line for every chaplain either to their lead chaplain or to their unit commander who should ensure that a chaplain's input to the unit is reviewed routinely.
- To ensure that there is a nominated police officer or police staff member to act as a point of contact for chaplaincy.
- To ensure that the chaplain is reimbursed for all reasonable expenses. These expenses may include mileage, safety clothing, phone, training course fees and associated travel costs.
- To provide insurance cover for the chaplain at all times when fulfilling duties as a chaplain and for travelling to and from these duties.
- To ensure access to internal computer systems is provided subject to the usual security requirements;
- To ensure that a chaplain is clearly identifiable by name, force and role.

JOB DESCRIPTION AND SPECIFICATION

1. INTRODUCTION

- 1.1 This appendix gives guidelines for job and person specifications for all chaplains with additional information for those who are employed as force/lead or co-ordinating chaplains.
- 1.2 It is in four sections. The first three (sections 2, 3 and 4) specifies the work for all chaplains, enhances this for force/lead/coordinating chaplains and provides further guidelines for the work of unit chaplains. Section 5 provides a person specification for all chaplains some elements of which will be more important than others if the chaplain is to be a force/lead/co-coordinating chaplain.

2. JOB SPECIFICATION – ALL CHAPLAINS

- 2.1 The chaplain shall be independent of the Command Structure but will work alongside and liaise with the structures that support police personnel such as the Human Resource Dept, Welfare Dept, Occupational Health Dept and Police Staff Associations and other support networks.
- 2.2 The chaplain will be expected to develop an up-to-date awareness of the structure and culture of the police service and should come to understand and appreciate the day-to-day pressures and stress under which members of the police service work. This will require appropriate contact with officers and staff which may include visits to police departments and the shadowing/accompanying of police personnel as they undertake their daily tasks.
- 2.3 The chaplain will be well known in the unit where he or she serves, and should have a working insight into the operational and local pressures in that operational area.
- 2.4 The chaplain will be aware of current ethical and moral issues affecting police personnel.
- 2.5 The role of the chaplain is a supportive and pastoral one offered impartially and almost always confidentially to all police officers and staff regardless of their religious/belief background or lack of it. This may be through a direct approach or by referral from a supervisor with the agreement of the person concerned.
- 2.6 The chaplain will, where appropriate, signpost resources available from other agencies including other faith communities and their leaders.
- 2.7 The chaplain will not proselytise or evangelise.
- 2.8 The chaplain will respect the confidentiality of any information that may come to their notice during the course of their work.
- 2.9 The chaplain will be expected to adhere to the Vision & Values and Policies & Procedures of the police service, respecting the equality and diversity principles of the police service.
- 2.10 A chaplain is not a counsellor and should be careful to retain that distinction. If a chaplain has an accredited counselling certificate they may undertake formal counselling apart from their role as a chaplain but this should only be done with the knowledge and consent of the appropriate police department.
- 2.11 The chaplain should try to be available when called upon out of hours to deal with matters in his/her remit. The chaplain should ensure that police employees know how to make contact in emergency.
- 2.12 In order to avoid a conflict of interest and retain their independence from the police structures the chaplain would not usually be:

- A person who has been appointed under the Lay Visitor Scheme;
- A member of police consultative group such as an Independent Advisory Group;
- Working for a Victim Support Scheme;
- A member of the Police Authority or any equivalent organisation;
- A member of police staff; and
- A serving police officer.

3. JOB SPECIFICATION – COORDINATING/SENIOR/LEAD CHAPLAINS

3.1 The coordinating/senior/lead chaplain may do much of what is described in section 2 and will advise and assist voluntary chaplains in those areas but in addition is responsible for:

- Developing and maintaining a network of voluntary chaplains across the police force area, and should allow, wherever possible, for the local structure to respond to local multi-faith needs;
- The recruitment/deployment and support of voluntary chaplains including organising regular meetings with them to maintain effectiveness;
- Organising training of part-time volunteer chaplains;
- Coordinating the chaplaincy to major and critical incidents as determined by the major and critical incident planning documents within their force. S/he will review and update the multi-cultural faith operation response plan to critical and major incidents and may be required to work with the appropriate police department in maintaining links with local authority emergency planning officers and local faith structures;
- Providing support (with other chaplains as necessary) to commanders in appropriate operational circumstances;
- Seeking to develop a working relationship with senior staff and officers in all areas;
- Keeping themselves up to date on developments in policing and attending relevant ministerial and police training courses;
- Creating and maintaining a high profile for the chaplaincy team;
- Seeking to provide chaplaincy input and support to new recruits/probationers throughout their training;
- Actively supporting the religion & belief strand of diversity and providing training input as appropriate;
- Arranging religious services at local, area & force level as appropriate;
- Seeking to develop relationships with local representatives of the Police Federation, the Superintendents Association, other staff associations and support networks as appropriate; and
- Seeking invitations to work with faith support networks as appropriate and to develop and build on relationships with other faiths.

4. JOB SPECIFICATION – OTHER UNIT CHAPLAINS

4.1. Once appointed to a local police unit the chaplain should work out his/her work practices with the local commander and the coordinating/senior/lead chaplain. These terms of reference should be written down and will take into account the character of the unit and its particular area of responsibility.

It is likely that these terms of reference will include:

- The expectations of the unit and the chaplain regarding the number of hours that are to be given to the police;
- Providing pastoral support to individual police officers and police staff regardless of their religion/belief or lack of one;
- Providing support, guidance and advice in the event of death in service of an officer or member of staff;
- Providing support to the senior management team by offering advice on ethical and moral issues affecting the unit personnel and by acting as a critical friend where appropriate; and
- The means by which a visible presence can be maintained within the unit.

- 4.2 The chaplain should make every effort to develop a routine visiting schedule so as to enable staff to become aware of when the chaplain might be available for consultation. Details of how to contact the chaplain should be made available to the unit in case of emergency.
- 4.3 The chaplain should recognise that their work is complementary to that of the welfare role of the local management team and the Welfare/Occupational Health Department and liaise with them as appropriate.
- 4.4 The chaplain should keep the Coordinating/Senior/Lead chaplain informed of local issues that may have a wider impact.
- 4.5 Whilst it is understood that the services of the chaplain are given voluntarily it is possible that issues may arise from time to time regarding the way in which their services are delivered. Such matters will be dealt with by the lead/coordinating Chaplain. However the police service reserves the right to terminate the services of a chaplain with immediate effect, giving their reasons in writing to the chaplain, the co-ordinating chaplain and the sending church/religious authority.

5.0 PERSON SPECIFICATION

- 5.1 The attributes listed below should be evident in all chaplains. Lead chaplains will also require the skills and ability to manage a diverse group of volunteers and to build and maintain a range of networks both within the force and within the wider community. As follows:
 - Excellent communication and presentation skills are required, including speaking and listening skills;
 - Outgoing personality with good interpersonal skills and the ability to relate to people in a wide variety of situations without the need for formal introductions;
 - Caring with an ability to remain calm and understanding of the pressures and needs in stressful situations;
 - An interest and commitment to work within a police environment;
 - Access to an appropriate means of transport;
 - Good consultation and negotiation skills;
 - A team player, able to work and integrate with colleagues; and
 - Good report writing skills in order to produce review documents and implementation plans.

CHAPLAINCY IN ACTION

1. A POLICE FORCE

Chaplaincy has been in existence in this force for over two years and a report has been submitted to both the Chief Constable and the Bishop on how it has developed. Within the report there are a number of examples of the way in which chaplaincy has made a difference to police officers and staff and a few are given below.

Example 1: One morning a local chaplain felt led to make a call at his local station. He was greeted by a clearly busy Inspector who immediately asked if the chaplain had long enough to take 4 police officers aside and allow them to tell their separate and collective night shift stories. They had all attended the aftermath of a double murder. The chaplain was able to give them a 'safe' place – no records, no agenda – to tell their story with a useful immediacy, when nobody else really had time. And interestingly the chaplain was able to feed back to one officer that the story telling had begun with the murdered victim as 'she' and ended with her being referred to as 'it': a glaring example of how traumatised individuals will protect themselves by distancing from the event, but also how easily the de-humanising process can happen. That same chaplain was able to be 'around' for further chats at a later date.

Example 2: As part of student police officers' 10 week in-house training, they now have 1 hour with a chaplain who is especially experienced in dealing with death. The session focuses on understanding and recognising aspects of a bereavement process, its impact and symptoms. This helps those officers to recognise such things in themselves or colleagues. Also members of the public whom they may be attending in the course of their work especially when attending scenes of death and delivering death messages. After one such session, one of the new officers e-mailed the chaplain asking for a chat over coffee in the canteen regarding a recent death in their own family.

In general terms there are many stories of chaplains having listened to fears and struggles related to job insecurities, relationship breakdown, ethical and moral dilemmas and health anxieties, all of which can affect performance at work. All chaplains hold such matters in their own prayers for healing and wholeness and have been accessible to listen and reflect and share according to need.

2. A SPECIALIST UNIT

Example 1: In June 2011 the Chief Superintendent of a motorway policing unit wrote: "When the issue of chaplaincy was first mooted I was cautious for a number of reasons. As three force collaboration, you never stop looking over your shoulder and remain acutely aware that change is a constant challenge. Value for money and vigorous cost control are the name of the game and I struggled to see the value added or benefits of a working chaplain. The profile, role and experience of officers across the unit would also present a number of challenges for any incoming chaplain. However, when told that mileage would be the main cost I agreed to the appointment.

Two years have since passed, and our chaplain has certainly made a positive impact on the majority of officers and staff across the Group. The Road Death Investigators and Family Liaison Officers have linked closely with her on a number of critical incidents and she is now routinely available for all fatal collisions. Her support and advice have proven invaluable to all officers both on and off duty. With her support and guidance a memorial to all those persons who have lost their lives on the Region's motorways has been established at the National Arboretum in Staffordshire and an annual service has been established for loved ones. She has contributed extensively during an investigation into how best to prevent suicide jumps from motorway bridges working closely with the officer assigned and with the Samaritans.

She has also established strong links with the management team and advises, when asked, on the less visible aspects of working life. Many officers now accept the chaplain and feel able to share their concerns in confidence with her before they develop into more significant issues. Chaplaincy can often act as a bridge between the workplace and occupational health ensuring that welfare concerns are prioritized as and when they occur.

Our chaplain is now considered to be a valuable member of the team because she is genuinely interested in us and what we do. Working alongside the shifts, at all hours of the day and night, she is now fully accepted by all regardless of faith or religion.”

3. MULTIFAITH CHAPLAINCY

Across the country the model of chaplaincy within the Police has been that an assigned chaplain is there to serve all regardless of faith or belief. Where there is a need for faith specific advice or support then this can be readily accessed via the wider chaplaincy team.

The National Association of Chaplains to the Police has, alongside each forces own chaplaincy team/faith advisors, developed a network of faith advisors that can be called upon to assist in specific cases and especially those forces that may not have such resources available.

Examples of this in action have included:-

- Engagement with the Sikh community in regard to wearing (and removal) of ceremonial dagger within custody environment;
- Assistance with an investigation where it was necessary to search a Mormon Tabernacle and guidance was issued around specific sensitivities;
- Advice, guidance and practical support around a murder investigation involving two disparate communities within a Mosque. This was alongside active community engagement to reduce considerable tension;
- Practical advice and tactical guidance following the murder of a member of the clergy when other clergy and faith leaders were considered to be at high risk from an identified dangerous suspect who was being sought; and
- Support and engagement with those affected by a serious motorway collision that had involved several fatalities and numerous serious injuries. This included an 'at scene' Memorial Service and practical support for individuals.

Appendix C

Force Risk Assessment						
Assessment Scope/Title: Force Chaplain/Local Chaplains/Volunteer Chaplains				Date Of Last review:	Date of Next Review: 04 December 2011	
Hazard Ref.	Hazard Details (Record details of what could cause injury or harm)	Who May Be Harmed & How? (Record details of all those at risk from the hazard and how they may become harmed)	Risk (Force risk matrix refers)	Control Measures (List all necessary control measures needed to reduce the risk to acceptable levels)	Person Responsible (Identify the appointment holder with responsibility for ensuring controls are in place)	Residual Risk (Force risk matrix refers)
1	Activity within Police Station/Office Work	Chaplain	2x3 = 6	1(a). See Force risk assessment Office Work 1(b). See Force risk assessment Custody	Chaplain Chaplain	1x2 = 2
2	Patrol with Police Officer	Chaplain Police Officer	2x3 = 6	2(a). Accompanying Officer to make dynamic risk assessment using local knowledge policing experience and immediate perceptions, and brief Chaplain, should circumstances change. Chaplain is to remain in the vehicle, until told that it is safe to get out. Accompanying officer has the responsibility to ensure Chaplain is removed from any location deemed as unsafe.(e.g. arrange for alternative transport from scene) 2(b). Attendance at National training course organised by the National Association of Chaplains to the Police. 2(c). 'Conflict Resolution Training' to be provided 2(d). Training to be 'competent' in use of airwave radio. 2(e). Chaplains to be equipped with high visibility jacket marked 'Police Chaplain' or similar and closely supervised by accompanying officer at all times. 2(f). Chaplain to move away from scene of conflict/Public Order or follow instructions from officer(s) at scene.	Police Officer/chaplain Business Managers/Force Chaplain/ Local Chaplain As above As above As above Police Officer/Chaplain	2x1 = 2
3	Attendance at Serious incidents e.g. HAZMAT incidents (spillage of hazardous material), CBRN, terrorist alert, public order incident, firearms incident, incidents involving use of CS spray, or on trunk roads or motorways.	Force Chaplain Police Officer	2x3 = 6	3(a). Control Room to be advised of radio call sign of vehicle crewed with Force Chaplain 3(b). Control Room to be advised if incident requires entry to railway sites, sites with deep or fast-flowing water, fire scenes, confined spaces, scenes of major crimes, building sites, derelict buildings, electricity and energy infrastructure sites, farms and farm buildings, exposure to livestock, industrial sites, working at height, and similar hazardous environments. These should also be dynamically risked assessed and the Chaplain should be instructed as to actions to be taken 3(c). Corporate Health - Welfare Unit can provide support following a traumatic or stressful incident.	Police Officer/Chaplain Police Officer/Chaplain Chaplain/Supervisor	1x2 = 2

Hazard Ref.	Hazard Details	Who May Be Harmed & How?	Risk	Control Measures	Person Responsible	Residual Risk
4	Travelling at high speed to incidents	Chaplain Police Officer	2x5 = 10	4(a). Driver has fast roads / motorway training. Vehicle provided and maintained in accordance with Force policies. 4(b). Accompanying Officer must be certified fit for independent patrol, have held a full UK driving license for at least 12 months, and must have passed a one-hour authorisation test, undertaken by the Force Driving School. 4(c). Vehicle to be driven at all times in accordance with the Road Traffic Act and driver training. 4(d). Vehicle maintenance and pre-use checks as 'Police & Streetcraft' Force Risk Assessment. 4(e). Vehicle to be driven at all times in accordance with the Road Traffic Act unless on an 'immediate' commitment complying at all times with police driver training. 4(f). Patrols with Chaplain will be not be used in pursuits unless operational circumstances dictate otherwise.	Police Officer Police Officer Police Officer Police Officer Police Officer	1x5 = 5
5	Manual Handling	Chaplain Police Officer	2x2 = 4	5(a). Avoid manual handling where possible. 5(b). If necessary, ask accompanying officers to help, or seek back up / assistance. 5(c). Manual handling training to be provided.	Chaplain Chaplain Business Manager	1x2 = 2
6	Contact with Bodily fluids	Chaplain Police Officer	2x4 = 8	6(a). Refer to BBV policy	Chaplain	2x2 = 4
7	Attendance at Public meetings e.g. Following Critical Incident, Inter faith meetings	Chaplain	1x2 = 2	7(a). Leave meeting if vulnerable to violence/physical assault or unreasonable verbal assault 7(b). Notify Control room of meeting and location and estimated time of attendance 7(c). If appropriate be in possession of mobile phone in order to make 999 call 7(d). If appropriate police resources in attendance at meeting or in vicinity	Chaplain Chaplain Chaplain/Supervisor/Control Room	1x2 = 2
8	Driving Risk of injury/harm due to collision As a result of lack of driver skill/lack of maintenance		3x5= 15	(a). All Force Chaplain drivers must be assessed and authorised in accordance with Force DRIVER POLICY (b). Force vehicles to be selected and maintained by CTC. (c). Pre use checks 'POWDER' to be carried out in accordance with Force DRIVER POLICY and MAINTENANCE OF VEHICLE AND EMERGENCY EQUIPMENT policy (d). Also refer to Force risk assessment NON-OPERATIONAL DRIVING if appropriate. (e) Strict compliance with Force policy MOBILE PHONES	Driving School CTC Driver Driver Driver	1x5=5
ASSESSOR NAME: PS PHIL ROSE/ DAVID WLBRAHAM		SHOULDER/STAFF NUMBER: 902/A246		SIGNATURE:		DATE:24/5/06
BCU/BUSINESS MANAGER NAME:		SHOULDER/STAFF NUMBER:		SIGNATURE:		DATE:

Notes: -

1. If further hazards are noted, which require additional control measures, these should be listed on the following Action Plan, a copy of which should be forwarded to the Health and Safety Department when completed
2. Please number & attach all continuation sheets to this record

FORCE RISK ASSESSMENT – ACTION PLAN				
Assessment scope/title:		Date of Assessment:	Date for Review:	Reference:
Hazard Ref	Requirement	Target Date	Person Responsible	Date Completed
1				

Note: Add further rows/pages as required

