

AUDIT PANEL

Friday, 22 September 2017

Met Health and Safety Performance

Report by: The Director of People and Change

Report Summary

Overall Summary of the Purpose of the Report

The purpose of this report is to provide assurance that the MPS has suitable health and safety governance arrangements in place to manage health and safety.

This report includes an update on MPS health, safety and welfare governance and provides an overview of health and safety performance for the period April to June 2017.

The paper updates on:

- a. Health and safety governance and reporting;
- b. Health and safety performance reporting and mitigation of corporate health and safety risks;
- c. Summary injury analysis;
- d. Notifications and liaison with HSE;
- e. General updates on health and safety.

Key Considerations for the Panel

At the time of reporting, there are no immediate significant health and safety implications arising from this update report.

Members are invited to review this report and have assurance that the MPS continues to have effective governance arrangements in place for the management of health and safety risks.

Recommendations

The Audit Panel is recommended to:

- a. Note the content of this report in accordance with the Health and Safety Policy.

1. Supporting Information

Assurance Updates

Management Board Review of Health and Safety Performance

- 1.1 The quarterly health and safety update performance report was subject to review by Risk and Assurance Board on 05 September 2017. Health and safety will also be the subject of a thematic deep dive by Management Board on 19 September 2017.

MPS Health, Safety and Wellbeing Board

- 1.2 The central forum for the oversight of health and safety governance for the Commissioner and Management Board (MB) rests with the Health, Safety and Wellbeing Board which is chaired by the Director of People & Change. The previous two Boards were held on 15 June and 07 August 2017.

- 1.3 Key issues reviewed included:

- Review of papers distributed to members between Board meetings;
- Review of Business Group operational safety risks;
- Review of new or emerging risks;
- Review of the MPS Health, Safety and Wellbeing Board risk register;
- Review of compliance with the Working Time Regulations;
- Firearm and Explosive Sub Group Report;
- Proposed MPS wellbeing strategy;
- New H&S IT tool, eSafety, and the H&S maturity project;
- New OCU/Department safety intranet pages and safety documents;
- Revised Terms of Reference for this Board (now include Wellbeing);
- Review the draft Management Board Health and Safety Performance paper including supporting papers:
 - Review of unintentional police weapon discharges including SHRMT police weapon investigations;
 - Management of non-police firearms;
 - Injury analysis;
 - Near miss analysis;
 - Airwave near miss analysis;
 - Custody successful interventions;
 - Property and fire safety assurance;
- Health and safety assurance;
- Health, Safety and Wellbeing Board objectives.

- 1.4 The following summarises the status of Health, Safety and Wellbeing Board risk register:

- **Risk 1 - Unintentional discharges of police firearms.** Procurement of breech flags remains ongoing, but has been delayed slightly. There was a successful operational trial completed at SC&O19. A design challenge with the Glock breech flag has been identified. New designs have been produced and new breech flags will be produced for a further trial before production/issue;
- **Risk 2 – Non-Police Firearms (NPF).** It has been acknowledged that significant improvements have been seen with weapon and

ammunition record keeping/auditing within the TP, LDSS property stores and within the CDSS final storage and disposal site. SC&O4 have also produced a local NPF SoP for the management of these weapons within the forensic environment. New arrangements are being implemented by LDSS to collect weapons from local property stores which will continue to support NPF weapon management improvement initiatives. The following issues remain ongoing:

- Whilst there have been significant improvements in the LDSS arena, recent SHRMT audits indicate that NPF governance arrangements are not consistently implemented. This is to be re-audited in the autumn;
 - One TP OCU remains non-compliant with a number of audit recommendations.
- **Risk 3 - Water intervention.** All controls have been implemented. SHRMT have engaged an external auditor from the Royal Life Saving Society (RLSS) to review the MPS strategy, training and tactics before closing this risk. The audit is complete and the MPS await the report. The report has been delayed and is expected in Autumn 2017;
 - **Risk 12b - Safe storage of explosives.** The SC&O19 FET assets continue to inspect all MPS firearm armouries and other high risk sites which are subject to annual SHRMT audit. LDSS are also inspecting their management of explosives in property stores. Results from recent SHRMT audits are as follows:
 - Armed Commands - There have been challenges relating to the increased volumes of explosives associated with the firearm uplift programme and work remains ongoing to manage this risk. SHRMT audits confirm that satisfactory explosive management governance arrangements are in place;
 - LDSS Property Stores - Whilst there have been significant improvements in the LDSS arena, recent SHRMT audits indicate that explosive management governance arrangements are not consistently implemented. This is to be re-audited in the autumn.
 - **Risk 17 - Compliance with the Working Time Regulations (WTR).** The MPS continue to monitor working time compliance and plan future work to assess fatigue management;
 - **Risk 21 - Failure to maintain and improve safety maturity during service change.** The core elements of this risk will now be mitigated in the future by the MPS safety maturity model which will be launched in the autumn 2017;
 - **Risk 25 - Digital policing processes to manage H&S IT System Implement requirements.** Phase 1 launch of the eSafety software was successfully launched on 26 July 2017. The platform is operating as expected with no significant issues;
 - **Risk 27 - Ineffective H&S governance of contractors.** The Contract Management Strategy has been approved by Management Board and a Contract Management Framework is currently being finalised for roll out across the business. A monthly working group commenced in July

to provide oversight and ensure momentum in terms of implementation. Next steps are to develop clear roles and responsibilities across each Intelligent Client Function to ensure all parties are aware of their responsibilities in managing supplier health and safety compliance.

- **Risk 28 - Ineffective wellbeing arrangements.** Work for a 3 year Met-wide Health and Wellbeing Strategy has commenced which will include a 'Met-Model of Health and Wellbeing'. The strategy will be the driving force for improvements to occupational health and wellbeing services as well as improvements to the health and wellbeing needs of MPS officers and staff.
- **Risk 29 – Digital Policing (DP) non-compliance with Construction and Design (CDM) Regulations.** Safety and Health Risk Management Team (SHRMT)/DP have commissioned the External Health and Safety Independent Auditor to review and recommend appropriate management of this risk;
- **Risk 30 - Ineffective arrangement for the management of the seizure of cars, movement to and storage at the car compounds.** Arrangements are in place to manage this risk. The effectiveness of these arrangements remains under review.

Firearm and Explosive Sub-Group

- 1.5 The Firearm and Explosive Sub Group, chaired by Commander Armed Policing, now operates as the repository of all firearm and explosive safety related issues on behalf of the MPS H&S Board. This sub-group includes all the key players across the MPS that manage firearms (including non-police firearms) and explosives, and provides a quarterly update to the MPS H&S Board. Key issues addressed at the last sub-group included unintentional discharges, management of explosives, firearm asset tracking, police use of firearms standard operating procedures (SOP) and armoury audits;

MOPAC/MPS H&S Assurance Process 2016/17

- 1.6 The health and safety assurance letters have been received from all OCUs/departments and Management Board members. These have been verified by dip sampling by the SHRMT. The assurance file will now be presented to the Deputy Commissioner and Commissioner. It is expected that the Commissioner will provide assurance to the Deputy Mayor for Policing and Crime before the end of September.

H&S Maturity Model

- 1.7 The MPS have developed a health and safety maturity model which reinforces self-driven compliance with the safety governance arrangements and development of an improved safety culture with underpinning safety behaviours at all levels. The safety maturity model has been designed to assess the organisational safety climate and provide a roadmap for continuous improvement. An enhanced positive safety culture will actively influence human behaviours and ultimately reduce the number of accidents and the incidence of ill health.
- 1.8 The maturity model has been endorsed both at the MPS Health, Safety and Welfare Board and Management Board. The model matrix has been finalised

and will be formally released with a scheduled implementation programme in the autumn.

Injury Data

- 1.9 As part of the quarterly H&S Performance update paper to both Management Board and the Health Safety and Wellbeing Boards, SHRMT undertake a quarterly review of injury data against injury categories. A comparison of injuries reported on MetAIR between July 2015 and June 2016, and between July 2016 and June 2017 indicates that the:
 - Total accident injury rate increased by 16.6%;
 - Major accident injury rate decreased by 6.7%;
 - Reportable lost time injury rate decreased by 33.1%;
 - Injuries to police officers following assault rate increased by 54.3%;
 - Injuries to Police Community Support Officers (PCSOs) following assault rate increased by 2.9%;
 - Injuries to Dedicated Detention Officers (DDOs) following assault rate increased by 43.7%;
 - Slip, trip and fall injury rate increased by 9.7%;
 - Moving vehicle injury rate increased by 19.6%;
 - Handling related injury rate increased by 15.4%.
- 1.10 In addition to the quarterly review of injury data referred to in paragraph 2.9 (above), the following actions to monitor all injury categories remains ongoing by SHRMT:
 - All accidents including major injuries are formally reviewed weekly and, where appropriate, selected for SHRMT investigation;
 - All major injury and lost time reports are quality assured and assessed by an SHRMT advisor;
 - The SHRMT work closely with Business Groups, OCUs, specific specialist departments (such as Met Training, Met Detention, etc), as well as the staff associations, to determine whether there are any specific causational factors, or emerging trends (i.e. specific to geographical area, gender, activity, etc).
- 1.11 The increase in injury following assault reporting was expected given the high profile work to develop the principles of Operation Hampshire and its subsequent launch on 05 May 2016 (improved reporting and management of assaults to MPS officers and staff). An analysis of the MetAIR data indicate that the increase in assault related injuries (including handling related injuries) since the launch of Operation Hampshire reflects the drive to ensure all injuries following assault are recorded on MetAIR. This data has been supplied to Operation Hampshire for cross reference and validation against intelligence and crime reporting data.
- 1.12 The SHRMT are working with SC&O 22 Officer Safety Training (OST) unit regarding handling technique issues whilst deployed operationally and during active training. The increases in this injury category also relates to Operation Hampshire; 80% of injuries occur on operational duties primarily when dealing with arrest and restraint, patrol duties etc. The OST Unit are

refreshing operational handling techniques in the current phase of OST which commenced April 2017.

Wellbeing

- 1.13 The management of wellbeing of officers and staff has been identified as a potential corporate risk and has been captured on the Health, Safety and Wellbeing Corporate Risk Register. The Health, Safety and Wellbeing Board (formally the MPS H&S Board) will now take the lead for MPS wellbeing matters and a separate 3 year MPS Health and Wellbeing Strategy is being developed under this board. Once drafted this will be published for consultation via the Board.

Notifications and Liaison with External Enforcing Agencies

Ongoing HSE Activity.

- 1.14 The following summarises HSE/MPS activity:
- **Operation Fischer**
 - Management Board have been previously advised that the HSE have followed appropriate investigative lines of inquiry in relation to events leading to the death of a male member of the public on 31 August 2010, at an NHS facility following contact with the police;
 - The inquest concluded in May 2017 and this remains under the oversight of a Gold Group.
 - SO15 provided a summary brief to the HSE regarding the investigation and management of stolen radiological sources from a car owed by a member of the public;
 - The SHRMT continue to support the police operation at Grenfell Tower; this has included regular meetings with the HSE and other interested parties regarding site safety;
 - The MPS have provided a number of investigation reports to the HSE;
 - The Strategic Manager SHRMT held a liaison meeting with the HSE on 29 August 2017. No significant matters of concern were raised and the meeting provided an opportunity to review:
 - MPS Health, Safety and Wellbeing Board, governance arrangements, maturity project and eSafety software;
 - Update on MPS H&S maturity project;
 - Update on new H&S software eSafety;
 - Incidents and injuries under investigation;
 - Working Time Regulation compliance;
 - Ongoing operational support issues.

General Updates

eSafety 'go live'

- 1.15 The MPS accident and near miss functionality was built into the MPS ORACLE HR system. This HR ORACLE system is being replaced by PSOP under an outsourced service provider SSCL. PSOP does not provide a safety related functionality; therefore this element has been separately outsourced to Warwick International Computer Systems (WICS) and this will provide a cloud-based H&S System.

- 1.16 The new IT platform will be delivered in a number of phases between 26 July and 1st quarter 2018. On 26 July 2017 phase 1 of this new IT H&S system, eSafety, went live to replace MetAIR (Met Accident & Incident Reporting system). eSafety provides the same ability to report accident/injuries, near misses, potential ill health exposures and non-accident injuries as MetAIR, and has been designed to be easier to use. The platform is operating as expected with no significant issues.
- 1.17 The system is accessed via the eSafety internet portal and officers/staff are automatically signed into eSafety using single sign on. All officers/staff are able to report near misses. Only officers/staff of supervisory rank (Sgt / Band D and above) are able to report accident/injuries, potential ill health exposures and non-accident injuries, and will have additional reporting and investigation functionality.
- 1.18 Additional capability to produce local reporting data will be available for designated local health and safety SPOCS and Trade Unions / Federation health and safety representatives.
- 1.19 In September work will commence on the next phases which include:
 - Reports/dashboards – Autumn 2017;
 - Inspection/Audit – before the end of 2017;
 - Risk assessments and notice board - early 2018.

2. Equality and Diversity Impact

The report is an information report and there are no immediate implications on equality and diversity. Equality and diversity impacts will be assessed on individual incidents.

3. Financial Implications

At this stage it is not known whether there will be any financial implications associated with Operation Fischer.

4. Legal Implications

This report is an information report, and there are no direct legal issues that arise. Legal advice on individual incidents will be obtained as appropriate and necessary from DLS.

5. Risk Implications

- 5.1 At the time of reporting there are no immediate significant health and safety implications arising from this update report.
- 5.2 The content of this paper will support the MPS strategic position on health & safety.

6. Contact Details

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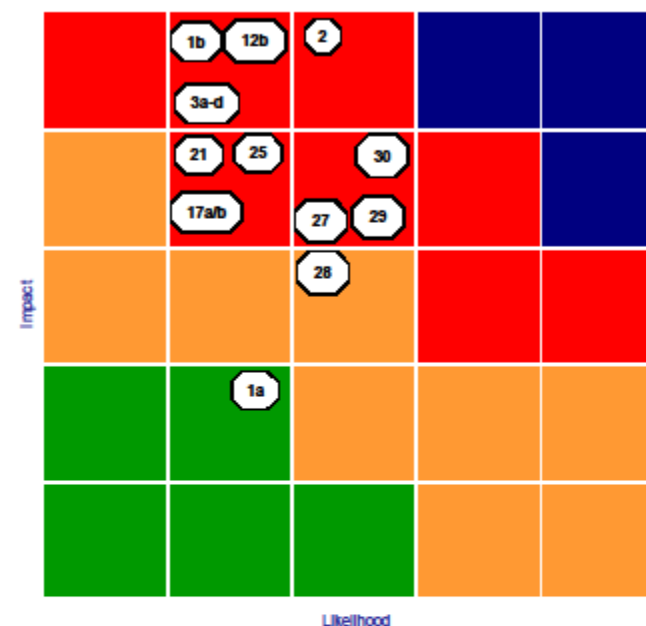
7. Appendices and Background Papers

Appendix 1: MPS H&S Board Risk Register Heat Map – Separate attachment

APPENDIX 1

MPS Health and Safety Board August 2017 – Risk Heat Map

Ref	Risk Trend	Risk Description	Risk Lead
1a	↔	Unintentional discharge of lethal police weapons categorised at level 1.	Commander Armed Policing
1b	↔	Unintentional discharge of lethal police weapons categorised at levels 2, 3, and 4.	Commander Armed Policing
2	↓	Unsafe handling of non-police firearms.	Commander Armed Policing
3a-d	↔	Inappropriate response to water related incidents.	Commander Armed Policing
12b	↓	Explosive storage.	Commander Armed Policing
17a/b	↔	Compliance with the Working Time Regulations (WTR) and excessive working hours.	Director of People and Change, and all business COGs.
21	↔	Maintain and improve safety maturity during service change	Director of People and Change, and all business COGs.
25	↓	eSafety H&S IT Implementation	Director of People and Change
27	↔	H&S governance of contractors	Director of Commercial Services
28	↔	Wellbeing arrangements	Strategic Lead Occupational Health
29	↔	DP non Compliance with Construction and Design Regulations	Director of Digital Policing
30	↔	Arrangement for the management of the seizure of cars, movement to and storage at the car compounds.	Professionalism



Risk Trend key - Improved (↓), Worsened (↑) or is Unchanged (↔)

