

**MOPAC**MAYOR OF LONDON  
OFFICE FOR POLICING AND CRIME

## **MPS-MOPAC JOINT AUDIT PANEL**

### **3 October 2022**

## **Health, Safety and Wellbeing Performance Paper**

Report by: Head of Safety, Health and Wellbeing

### **Report Summary**

#### **Purpose of the Report**

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

This report includes an update on health, safety and wellbeing governance and provides an overview of performance.

The paper updates on:

- a. Summary injury analysis;
- b. Assurance updates;
- c. Health and safety culture maturity project update;
- d. Notifications and liaison with the Health and Safety Executive (HSE);
- e. Health and wellbeing services;
- f. General health and safety updates.

#### **Key Considerations for the Panel**

The MPS Safety Management System (SMS) is enshrined in the Corporate Health and Safety Policy; this policy has been revised/updated and awaits implementation by the Health, Safety and Wellbeing Board.

The MPS Health and Wellbeing Strategy 2019-2021 informs the priorities and activities to improve the physiological and psychological health of those who work in the MPS. Works continues to develop new health and wellbeing strategy, plans and services.

The corporate forum for health, safety and wellbeing is the MPS Health, Safety and Wellbeing Board. The Board maintains a robust safety governance framework, monitors corporate and business group related risks, safety maturity assurance and wellbeing. This Board reports to the MPS Risk and Assurance Board.

Based on the maturity self-assessment reports and Safety & Health Risk Management Team (SHRMT) audits, the MPS continues to demonstrate it is in the region of a level 3 maturity (compliant culture).

Members are invited to review this report and assure themselves that this provides assurance that the MPS continues to have effective controls in place for the management of health, safety and wellbeing.

**Recommendations**

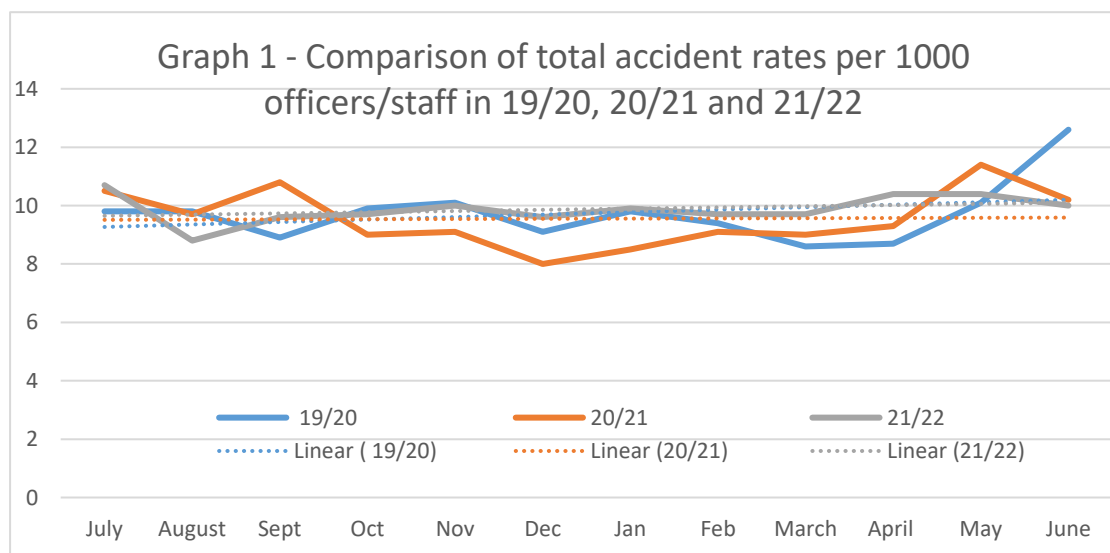
This Panel is asked to note the contents of this report.

**1. Injury analysis**

1.1 The summary injury rate data is presented graphically to compare three twelve month periods. These periods are July 2019 to June 2020, July 2020 to June 2021 and July 2021 to June 2022.

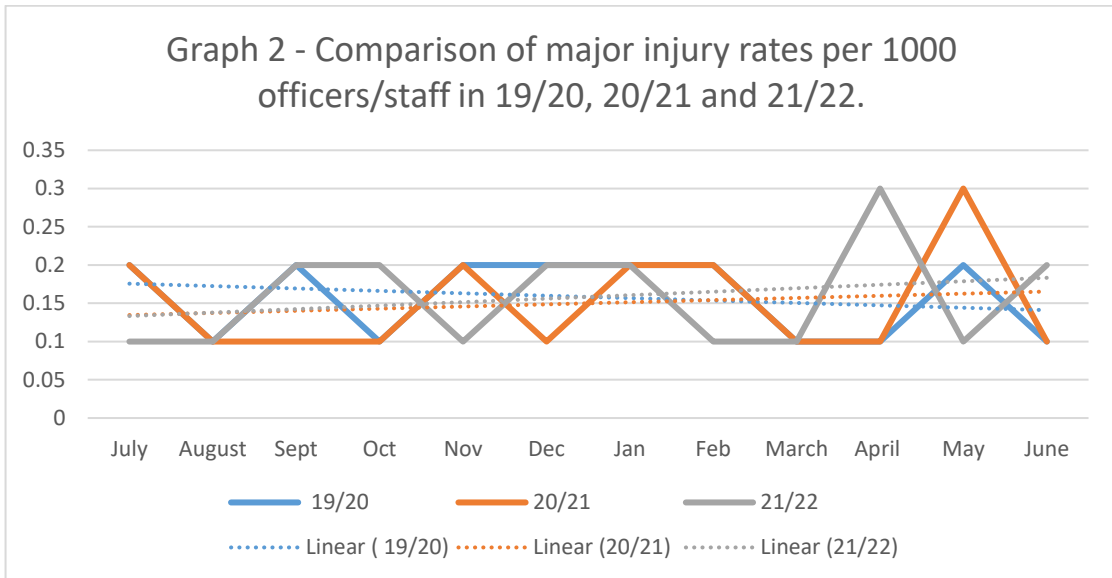
**Total Injuries Reported on eSafety**

1.2 Graph 1 compares the rate of total number of injuries reported on eSafety for the period July to June over the past three years. Whilst the monthly average throughout this time varies between 8 and 12.5 injuries per 1000 officers/staff, the overall trend lines demonstrate a similar magnitude of reporting for each 12 month period compared. The trend lines demonstrate a slight increase in reporting rate from 9 injuries per 1000 in July 2019 to 10 injuries per 1000 in June 2022.

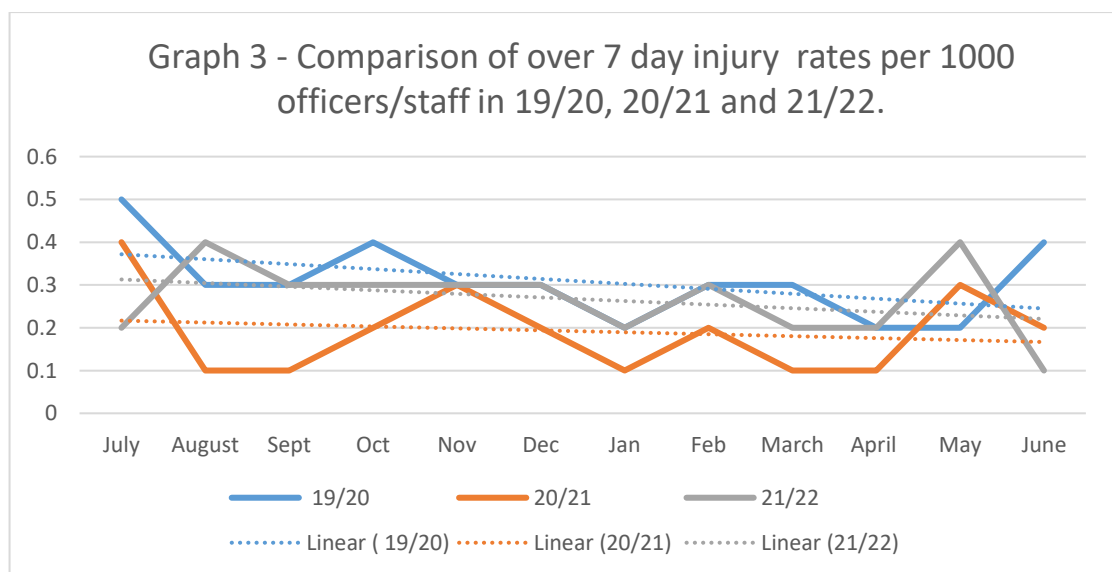


1.3 **Major injuries that are reportable to the Health and Safety Executive (HSE)**  
 Graph 2 compares the rate of major injuries, as defined by Reporting of Injuries Diseases, Dangerous Occurrences Regulations (RIDDOR), reported on

eSafety for the period July to June over the past 3 years. Whilst the monthly average throughout this time varies between 0.1 and 0.3 reports per 1000 officers/staff, the overall trend lines demonstrate a similar magnitude of reporting. The trend lines show a slight upward trend in this category of report, from 0.13 in July 2019 to 0.18 in June 2022.

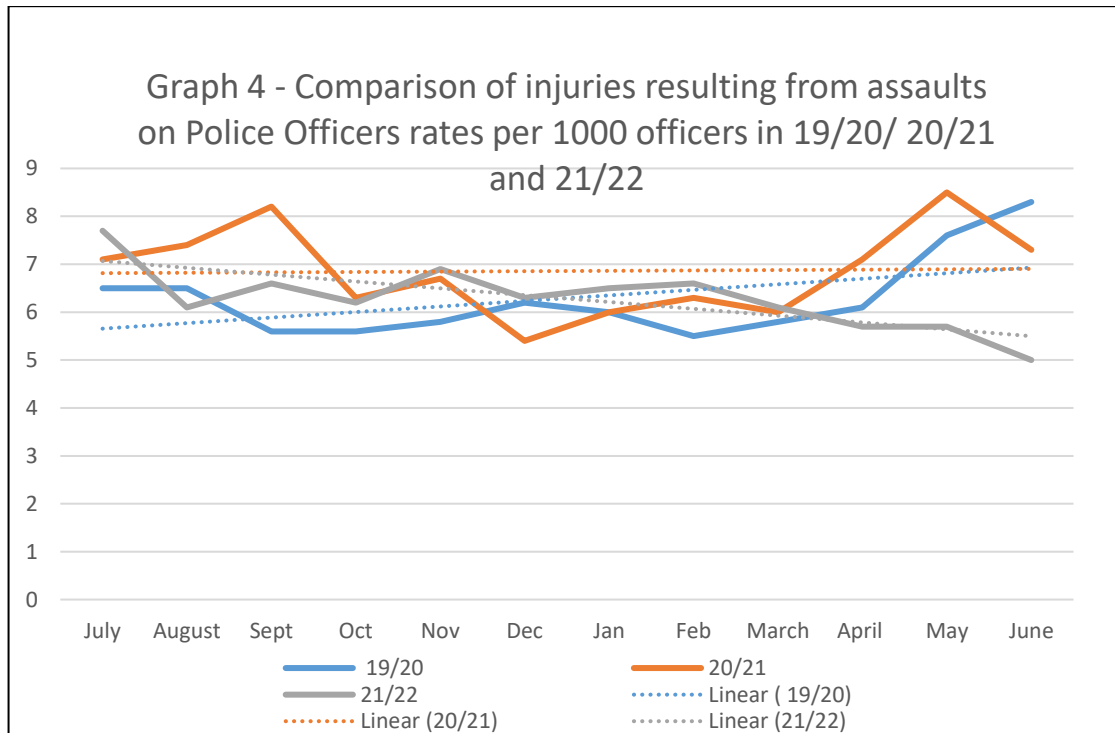


**Over 7-day injuries**  
 1.4 Graph 3 compares the rate of over 7 day injuries, as defined by RIDDOR, reported on eSafety for the period July to June over the past 3 years. Whilst the monthly average throughout this time varies between 0.1 and 0.5 reports per 1000 officers/staff, the overall trend lines demonstrate a similar magnitude of reporting. The trend lines show a slight downward trend in this category of report, from 0.38 in July 2019 to 0.22 in June 2022.



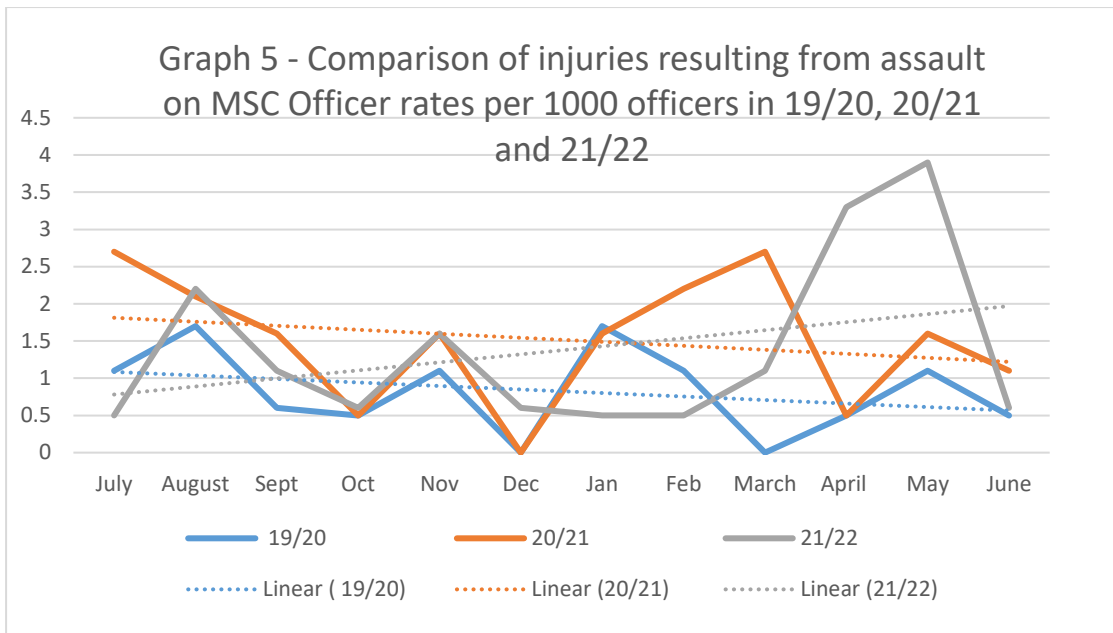
**Physical Assaults - Police officers**

1.5 Graph 4 compares the rate of injuries sustained as a result of assaults of Police Officers reported on eSafety for the period July to June over the past 3 years. Whilst the monthly average rate throughout this time varies between 5 and 8.5 reports per 1000 officers/staff, the overall trend lines demonstrate a similar magnitude of reporting. The trend lines show a slight upward trend in this category of report in 19/20, consistency in 20/21 and now a downward trend in 21/22. Using the trend lines, the rate is 5.7 per 1000 officers in July 2019 and 5.5 in June 2022.

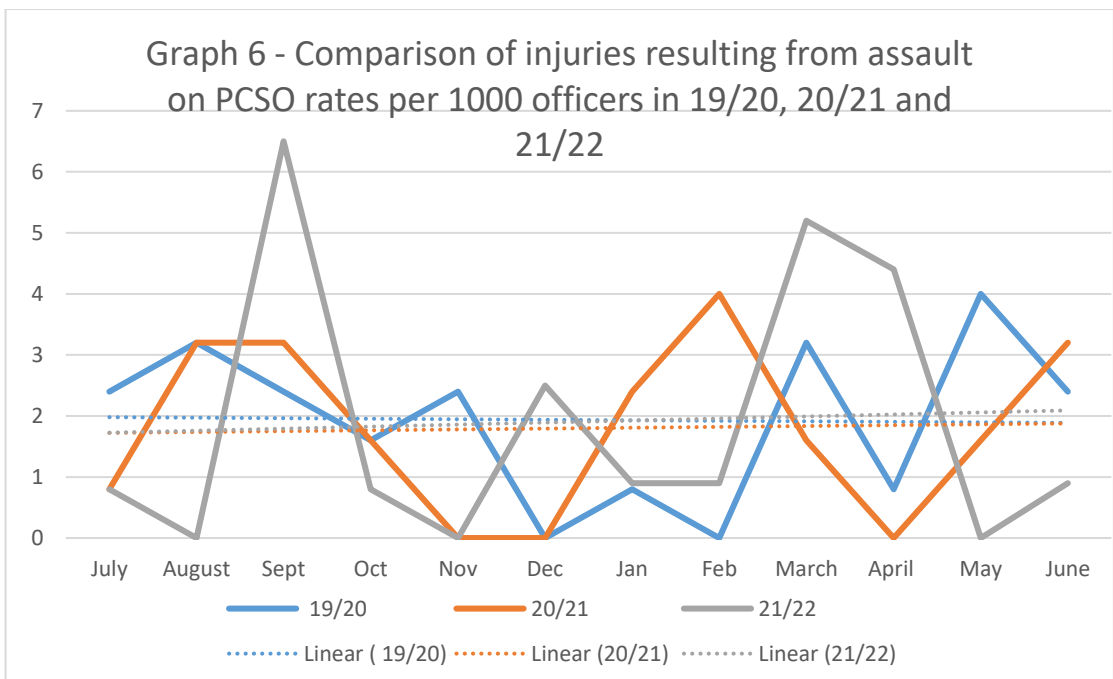


**Physical Assaults – MSC Officers**

1.6 Graph 5 compares the rate of injuries sustained as a result of assaults of MSC officers reported on eSafety for the period July to June over the past 3 years. Whilst the monthly average rate throughout this time varies between 0 and 4 reports per 1000 officers, the overall trend lines demonstrate a similar magnitude of reporting, under 2 per 1000. The trend lines show a slight downward trend in this category of report in 19/20 and 20/21 and now an upward trend in 21/22. This upward trend is most likely influenced by a recent comparatively high number of MSC injury reports, 13 in April and May 2022. Due to the comparatively small number of MSC, the trend lines are very sensitive to small fluctuations in the number of actual incidents reported. Using the trend lines, the rate is 1.0 per 1000 officers in July 2019 and 2.0 in June 2022.

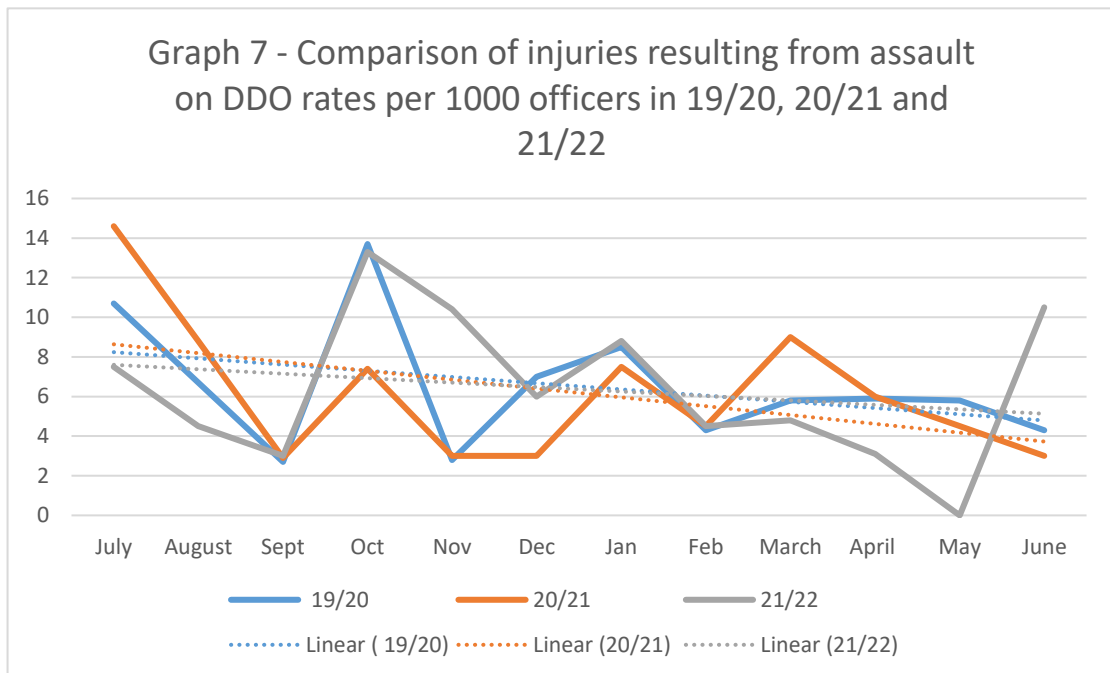


**1.7 Physical Assaults – PCSOs**  
 Graph 6 compares the rate of injuries sustained as a result of assaults of PCSOs reported on eSafety for the period July to June over the past 3 years. Whilst the monthly average rate throughout this time varies between 0 and 6.5 reports per 1000 officers, the overall trend lines demonstrate a similar magnitude of reporting, around 2 per 1000. The 21/22 trend line shows a slight upward trend which is most likely influenced by a recent comparatively high number of PCSO injury reports, 11 in March and April 2022. Due to the comparatively small number of PCSOs, the trend lines are very sensitive to small fluctuations in the number of actual incidents reported.



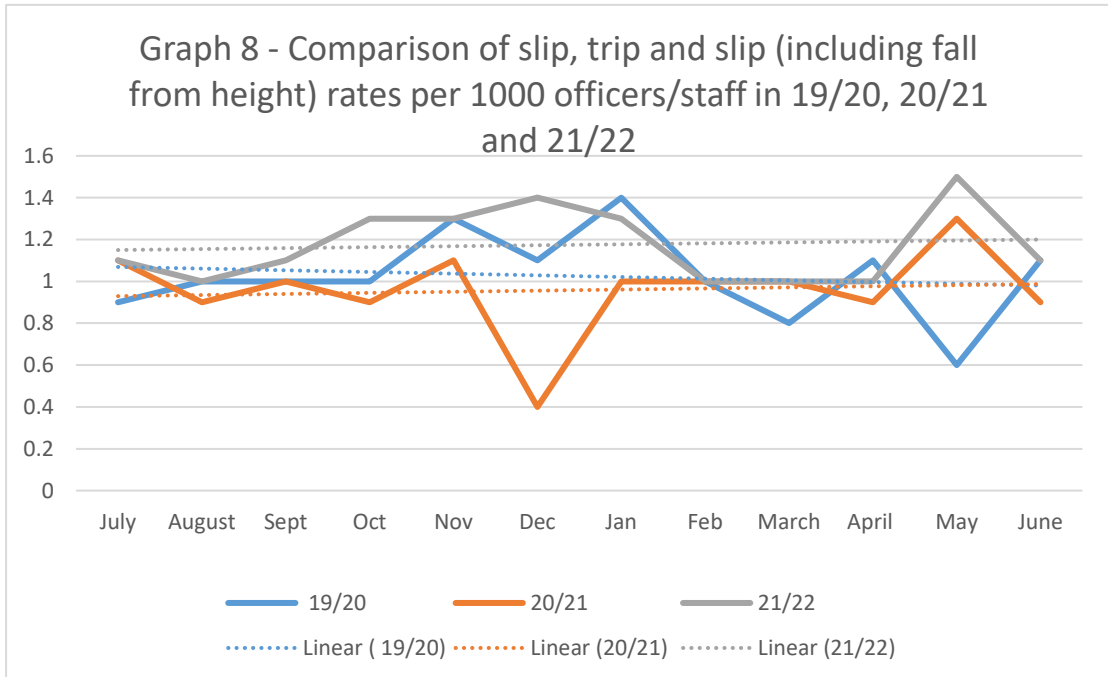
**Physical Assaults - Designated Detention Officers (DDOs)**

1.8 Graph 7 compares the rate of injuries sustained as a result of assaults of DDOs reported on eSafety for the period July to June over the past 3 years. Whilst the monthly average rate throughout this time varies between 0 and 14 reports per 1000 officers, the overall trend lines demonstrate a similar magnitude of reporting. All three trend lines show a downward trend, starting at 8.5 in July 2019, falling to 5.5 in June 2022.



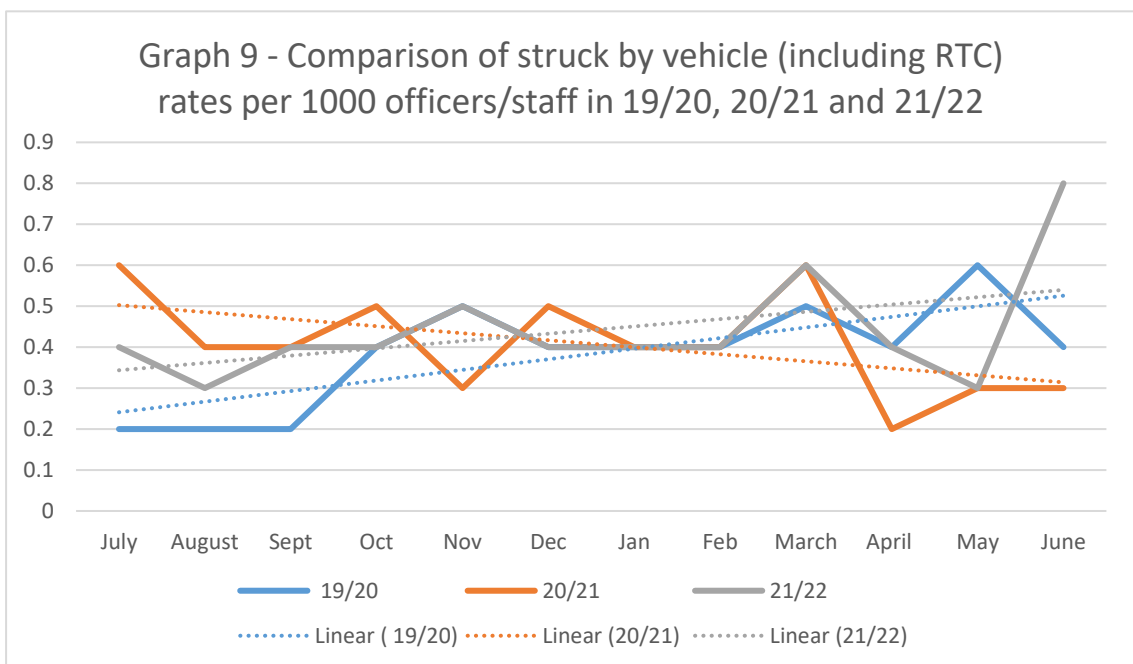
**Injuries as a Result of Slips, Trips and Falls (including falls from height)**

1.9 Graph 8 compares the rate of slip, trip and fall injuries, including falls from height, reported on eSafety for the period July to June over the past 3 years. Whilst the monthly average throughout this time varies between 0.5 and 1.5 reports per 1000 officers/staff, the trend lines demonstrate a similar magnitude of reporting. Each trend line demonstrates a consistent rate of approximately 1 injury incident per 1000 officer/staff over the 3 year period.



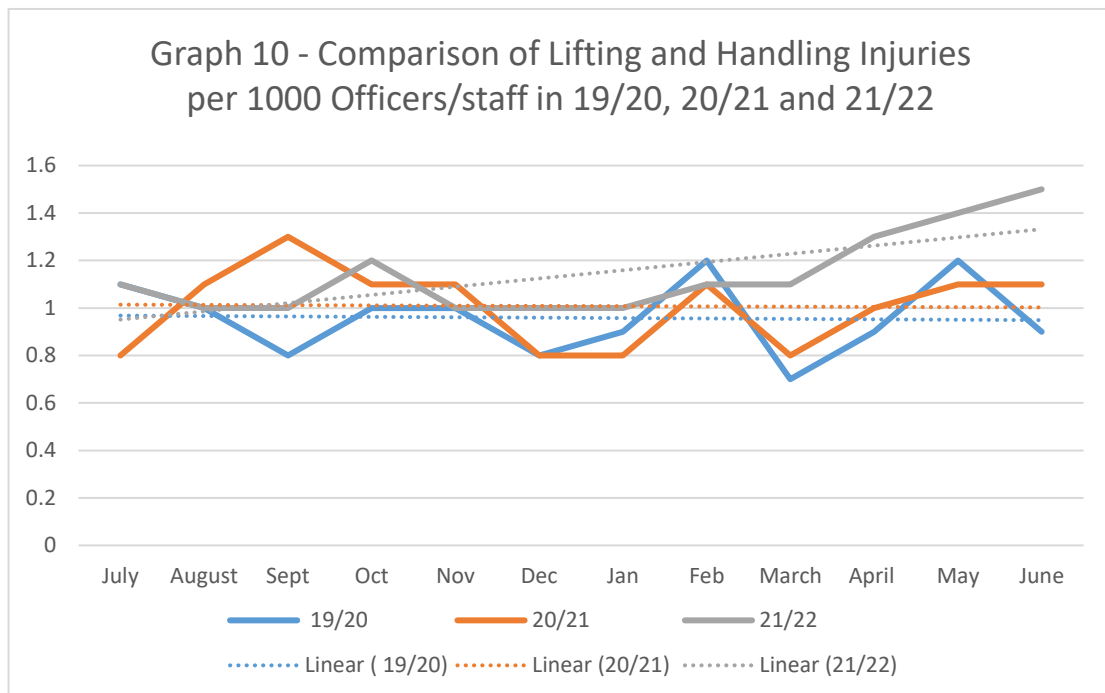
**Struck by a Moving Vehicle (including injury from Road Traffic Accidents)**

1.10 Graph 9 compares the rate of injuries following being struck by a moving vehicle reported on eSafety for the period July to June over the past 3 years. Whilst the monthly average throughout this time varies between 0.2 and 0.8 reports per 1000 officers/staff, the trend lines demonstrate a similar magnitude of reporting. 21/22 shows an upward trend, representing 0.5 per 1000 officers/staff in June 22.



**Handling (inc lifting and carrying) related injuries**

1.11 Graph 10 compares the rate of injuries attributed to lifting and handling reported on eSafety for the period July to June over the past 3 years. Whilst the monthly average throughout this time varies between 0.8 and 1.5 reports per 1000 officers/staff, the trend lines demonstrate a similar magnitude of reporting. 21/22 shows an upward trend, representing 1.3 injury incidents per 1000 officers/staff in June 22.



1.12 The above injury categories are subject to monitoring and ongoing analysis to identify trends and organisational learning.

**2. Assurance Updates**

**Health, Safety and Wellbeing Board**

2.1 The last three MPS Health, Safety and Wellbeing (HSW) Boards were held on 03 March 2022, 19 May 2022 and 18 August 2022. Key items discussed at these boards included:

- COVID-19 – Update on COVID 19 risk and mitigation by the Gold Commander including a review of business group level risk and response.
- Corporate HSW Board Risk Register. Current risks are as follows:
  - **Risk 2 – Non-Police Firearms (NPF)** - Following SHRMT audits in July 2021 the corporate risk relating to the management of non-police firearms was not closed. Each BCU audited received an individual report outlining the local findings and recommendations. Overall, these audits concluded that this risk was not sufficiently locally controlled at BCU level to close this corporate risk. A Gold Group is overseeing performance and compliance with the handling procedure. Further proactive work via the Firearm and Explosive Sub



- Group continues to promote communications, support compliance and promote a consistent approach across the MPS. SHRMT plan to re-audit this thematic in the Autumn;
- **Risk 3 – Water Intervention** - A working group under Met Operations Health and Safety (H&S) lead has been established to review and address recommendations from the external independent audit report. It is anticipated that this work will be finalized this calendar year and risk closed accordingly;
  - **Risk 17 – Compliance with Working Time Regulations** - Compliance with Working Time Regulations is subject to quarterly reports at the MPS Health, Safety and Wellbeing Board by relevant Chief Officer Leads. Data indicates the MPS was 98% to 99% compliant between Jan-Aug 22 (non-compliance is based on the numbers of police officers working more than 48 hours, averaged over a 17 week reference period, that have not opted out of the Working Time Regulations);
  - **Risk 28 – Health & Wellbeing (H&W) Services** - Following Operation Sedgebrook the Occupational Health and other wider non clinical services were reviewed. These reviews have been subject to integration with aligned work streams into a single delivery plan under the Director of HR. It is anticipated that this risk will be closed this calendar year;
  - **Risk (35) - Analysis and Cross Correlate Multiple H&S Data Sources at Business Group Level.** This risk has now been closed as mitigated with the delivery of a new suite of business group performance reports;
  - **Risk 36 - COVID** - The risk mitigation has been updated to reflect the change in Government guidance. This risk will remain live this Autumn and Winter to monitor case rates and mitigation.
  - **Risk 38 – Search** – Monitoring ongoing search mitigation and planned improvement to support search practices, guidance and training;
  - The risk register heat map is attached at Appendix 1.
  - Review of business group Health, Safety and Wellbeing risk registers;
  - **Review of MPS Health, Safety and Wellbeing Policy.** The new policy arrangements encompass wellbeing, recognising maturity assurance arrangements, organisation structure changes, changes in Health, Safety and Wellbeing Board arrangements and organisational titles/terminology. It is anticipated that this policy will be republished imminently;
  - Review of Health Safety and Wellbeing Board Terms of Reference and arrangements;
  - Ongoing work to develop new health and wellbeing strategy, plans and services.
  - Health, Safety and Wellbeing performance updates which included:
    - Police weapon unintentional discharges;
    - Non-police firearm management;
    - Injury analysis, near misses, airwave radio near misses, custody successful interventions;
    - Health and Safety Executive reporting and liaison activities;

- Safety maturity performance and level 4 maturity standards;
- COVID-19 support;
- Occupational Health and Wellbeing;
- Working Time Regulation compliance.
- Property Services (Estates and Fire Safety Compliance) Performance updates;
- HSW Board annual plan.

### **Category 1 Armoury Audit**

2.2 At the request of Commander Armed Policing, SHRMT have undertaken an audit of all category 1 armouries to verify compliance with the arrangements set out in chapter 4 of the Police Use of Firearms SOP and identify good practice.

On summary:

- 8 of the 20 sites audited achieved 100% compliance;
- Overall scores ranged from 70-100%;
- 16 out of the 20 scored 90% plus.

A site specific report has been produced for each armoury audited and provided to the relevant OCU Commander. Most shortfalls were rectified at the time or shortly after the audit.

## **3. H&S Culture Maturity Assurance**

3.1. The MPS has agreed and implemented a health and safety (H&S) culture maturity model. This model 'scores' the safety culture in a Basic Command Unit (BCU) and Operational; Command Unit (OCU) on a 1 – 5 scale.

- 1- Negative or failing culture;
- 2- Reactive culture;
- 3- Compliant culture;
- 4- Proactive culture;
- 5- Resilient and self-driven culture.

3.2. The aim of the project is to now bring the MPS to a 'Level 4' H&S maturity by the end of FY 2022/23. This process is also designed to support business groups, BCUs and OCUs with a framework to drive a maturity focused approach/compliance at safety meetings.

3.3. BCUs and OCUs provide quarterly maturity self-assessment assurance to their Chief Officer Group and six monthly at business group level to the MPS Health Safety and Wellbeing (HSW) Board. These statements give a self-assessment of H&S maturity status and plans to embed/improve maturity.

3.4 SHRMT are undertaking a programme of audits to verify performance in accordance with the H&S maturity matrix. The question set assesses compliance with the requirements of level 3 (compliant culture). In summary as at 01 September 2022:

- All units in Specialist Operations (SO), Met Operations (MO), Professionalism, Digital Policing and Front Line Policing (FLP) have now been audited;
- All those where audit reports have been peer reviewed and finalised, have been assessed as demonstrating a level 3 compliant culture;

- SHRMT have also commenced auditing business group maturity performance.

### **Next Steps towards a Level 4 Proactive Culture**

- 3.5 Having established audits to test level 3 maturity indicators, SHRMT has now developed the audit to include level 4 proactive standards. A pilot of this updated audit and aligned standard has now commenced. It is anticipated that the MPS will see some command units achieving and consolidating level 4 proactive culture in FY22/23.

## **4 Notification and liaison with external enforcing agencies (HSE)**

- 4.1 SHRMT currently investigates all accidents/incidents that fall within the HSE investigation criteria. The following investigation have either been undertaken or remain ongoing:

- Fall during a training course on the river Thames whilst boarding a vessel;
- Assault in a custody suite;
- Police dog bite;
- Training pyrotechnic explosion;
- Blade weapon attack whilst attending a domestic property;
- Bicycle accident;
- Motorcycle accident;
- Blade weapon attack during a robbery/pursuit;
- A review of searching personal property arrangements when detainees enter custody.

- 4.2 **Operation Sedgebrook** – The HSE were notified of the fatal shooting of an officer at Croydon Custody suite on Friday 25 September 2020. The following action has been taken and support ongoing:

- SHRMT safety review report and recommendations were accepted by the Gold Group; work continues to finalise implementation of these recommendations;
- The HSE completed their independent investigation into the circumstances surrounding the fatal shooting. Work continues to implement the four actions required by the HSE;
- OH continue to support officers/staff, as appropriate;
- Following Operation Sedgebrook the Occupational Health and other wider non clinical services were reviewed. These reviews have been subject to integration with aligned work streams into a single delivery plan under the Director of HR. This delivery plan has been discussed at Op Sedgebrook Gold and People and Learning Board.

## **3 Health and Wellbeing Services**

### **Trauma Peer Support**

- 3.1 The National Police Wellbeing Service (NPWS) has developed a police specifically designed trauma peer support model – Emergency Services Trauma Intervention Programme (ESTIP). In 2021, the MPS successfully

piloted the application of ESTIP, which involved five BCU/OCUs. The MPS have now commenced delivery of an MPS wide trauma peer support programme.

**Wellbeing Health Checks**

- 3.2 The MPS has commenced planning to deliver wellbeing health checks which includes enhanced mental and physical wellbeing checks, coaching and consultations.
- 3.3 All officers/staff will have access to a digital tool, known as a Health Risk Appraisal (HRA), so individuals can improve their understanding of their health across a broad range of measures. The HRA will be further supported with an offer of in-depth face-to-face mental/physical health checks and coaching where identified as beneficial.
- 3.4 Tailored reports for individuals from the HRA will be available, including anonymised data MPS wide which will also support specific, targeted campaigns; implemented in particular areas that would benefit from further support. Interventions such as these ensure support is provided to those in greatest need and have greatest impact, alongside increasing cost-effectiveness of investment.
- 3.5 This programme will provide HRA for all officers/staff; mental/physical health checks for up to 10,000 officers/staff per annum; health coaching consultations for up to 3,000 officers/staff per annum. It is anticipated that this service will commence this calendar year.

**Health and Wellbeing App**

- 3.6 A new health and wellbeing app has been launched in MS Teams. The App is pinned in the tool bar on MS teams on MPS mobile devices and provides details of health and wellbeing services that are available including easy to use link to services and support pages.

**4 General Health and Safety Updates**

- 4.1 SHRMT, Occupational Health & Wellbeing (OH&W) have continued to support operational COVID related mitigation including reviewing mitigation against changing government guidelines and the development of updated individual vulnerability health assessments for redefined high risk cohorts.
- 4.2 SHRMT, Occupational Health & Wellbeing (OH&W) support to policing operations for the Funeral of Queen Elizabeth II.

**5 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.

**6     *Financial Implications***

The report is an information report and there are no immediate financial implications arising.

**7     *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 MPS Directorate of Legal Services.

**8     *Risk Implications***

At the time of reporting there are no immediate significant health and safety implications arising from this update report. The content of this paper supports the MPS strategic position on health and safety.

**9     *Contact Details***

Report authors: Nick Kettle, Stephen White, Amandeep Gill and Catherine DGLISH

**10    *Appendices and Background Papers***

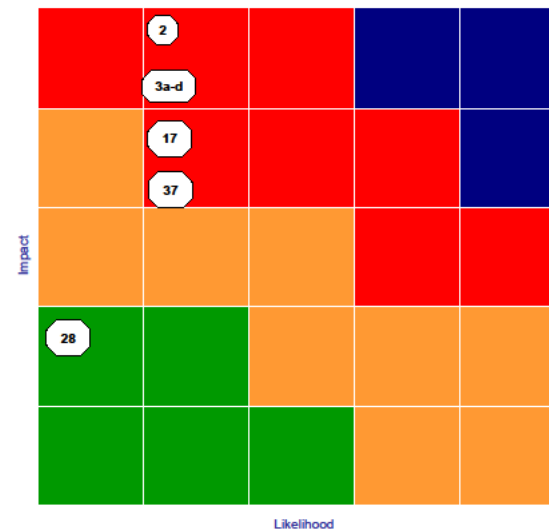
**Appendix 1** – MPS Health, Safety and Wellbeing Risk Heat Map – August 2022.

11 Appendix 1 – MPS Health and Safety Risk Heat Map, August 2022

APPENDIX 1

MPS Health and Safety Board August 2022 – Risk Heat Map

Ref	Risk Trend	Risk Description	Risk Lead
2	↓	Unsafe handling of non-police firearms.	Commander Armed Policing
3a-d	↓	Inappropriate response to water related incidents.	Commander Armed Policing
17	↔	Compliance with the Working Time Regulations (WTR) and excessive working hours.	All business COGs.
28	↓	Wellbeing arrangements	Head of Safety Health and Wellbeing
37	↓	Wellbeing of officers and staff at a time where usual working practices are challenged due to COVID	Head Safety, Health and Wellbeing
38	TBC	Search - monitoring ongoing search mitigation and planned improvement to support search practices, guidance and training.  Risk rating and trend under evaluation	Commander Criminal Justice



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