

Importance	Category	Rec. No.	Recommendation	Action	ACPO Lead Sponsor
CRITICAL	STRUCTURE AND CONTROL	1	Incorporate the findings of this audit into a 3 to 5 year Strategic Health and Safety plan.	Draft strategy agreed by the Strategic H&S Meeting on 7th September 2010. Strategy has now been incorporated into the Committee H&S Plan. The working group will monitor the implementation of the Plan.	Strategic H&S Committee
LOW	STRUCTURE AND CONTROL	2	Consider seeking BS OHSAS 18001 certification sooner rather than later to position MPS as 'best in class' across UK police forces and similar organizations and provide a focus for the next phase of H&S improvement – starting in one business (e.g. CO)	Work is ongoing to clarify the criteria and costings of this recommendation. Paper scheduled for the SH&SC in April 2011.	AC CO
IMMEDIATE	STRUCTURE AND CONTROL	3	The current MPA/MPS H&S Policy Statement of intent should be signed by the "new" Commissioner and Chair of the MPA as soon as possible	ACTION COMPLETE	
CRITICAL	STRUCTURE AND CONTROL	4	The MPS to complete its interim revision of the Corporate health and safety policy to implement a recommendation from a recent MPA health and safety audit, and to accommodate a number of organisational changes (Transforming HR and Modernising F&R).	ACTION COMPLETE	Chair of Strategic H&S meeting
MEDIUM	STRUCTURE AND CONTROL	5	The MPA/MPS review the concept of a hierarchy of health and safety policies and structure by which each significant tier within the organisation sets out its commitments and organisational arrangements for achieving a healthy and safe working environment in its specific activities. This hierarchy should start with the MPA, MPS Management Board, and Business Group level and then cascade to Operational Unit level. To ensure a consistent but flexible approach any revised policy hierarchy should be underpinned with appropriate guidance.	Recommended that this action is held until the outcome of the government review of the police service as detailed in "Policing in the 21st Century: reconnecting police and the people" is known.	MPA, Chair of the Strategic H&S meeting

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HIGH	STRUCTURE AND CONTROL	6	Consider whether having health and safety led by a uniformed officer on the Management Board would enhance the development of the health and safety culture.	ACTION COMPLETE. This reflects concern raised by the Superintendents Association, Federation and Trades Unions for a senior uniformed officer to chair the MPS Strategic Health and Safety Committee. This recommendation was given due consideration by the Management Board and it was felt that the chair and corporate health & safety lead within the MPS should remain with the Director of HR. The Management Board felt that the current arrangements for the lead in health and safety within HR had clearly served the process well as acknowledged in the report and saw no tangible benefits in changing these arrangements. The Director of HR felt that he should also take the lead in chairing the MPS strategic health and safety committee to ensure the committee had a direct management board lead rather than the current delegated arrangements to his deputy. This approach would ensure continuity of process with appropriate Management Board leadership. Director of HR now leads on health and safety	
LOW	STRUCTURE AND CONTROL	7	Consideration should be given to how the status of the health and safety professionals within the MPS can be further enhanced as safety management and the safety culture matures.	Recommendation under review in consultation with the Auditors. Position paper to go to SH&SC in December 2010.	Director of HR and Director of Resources
HIGH	STRUCTURE AND CONTROL	8	Upgrade the Strategic H&S Committee to be a high level specialist committee, chaired by a member of the Management Board, to provide oversight of H&S policy and strategy, to make sure that all the individual H&S components are 'joined up' and to act as the specialist advisory committee to the Management Board and the MPA Corporate Governance Committee.	This recommendation will be managed in 2 separate parts. Part 1 relates to the need for an appropriate high level forum to discuss safety, agree standards etc. An upgraded Strategic Health and Safety Committee is considered the appropriate forum providing it is chaired by a member of Management Board. This was agreed and the Director of HR will chair the MPS Strategic Health and Safety Committee. The Strategic Health and Safety Committee Terms of Reference have been updated and approved to accommodate these changes. Therefore Part 1 is considered COMPLETE. Part 2 relates to relationship of these revised structures with the MPA. The MPA recommend that this is held pending the outcome of police reform review 'Policing in the 21st Century: connecting police and the people' is known	MPA, Chair of Strategic H&S meeting
CRITICAL	STRUCTURE AND CONTROL	9	A H&S specialist should sit on the TMB to lead discussion on matters directly or indirectly affecting H&S training and with the support of both chairs provide a link between TMB and the MPS Strategic H&S Committee.	ACTION COMPLETE. Senior Safety Advisor for Training to sit on TMB (or its replacement Training Governance Structure). This recommendation is endorsed by the Director of Leadership & Learning.	DAC HR

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CRITICAL	STRUCTURE AND CONTROL	10	Establish service level agreements between the HR and PSD specialist safety advisory teams to clarify responsibilities where people and property health and safety issues overlap and to avoid the need for duplication of a specific specialist expertise in both teams.	SHRMT has prepared a draft SLA and are liaising with Property Services Compliance Team to agree final content - to be approved by Directorate SMT's. Target for completion December 2010	Director of Employee Relations, Health and Wellbeing and Director of Property Services
LOW	STRUCTURE AND CONTROL	11	Consider merging the HR and PSD specialist safety advisory teams under common management (suitably structured and fully resourced) to provide greater efficiency and effectiveness in the use of this limited resource.	MB did not foresee the benefit in merging these two health and safety functional areas. This recommendation was not endorsed.	
LOW	STRUCTURE AND CONTROL	12	Consider in the longer term the implementation of a health and safety performance management software system to maintain effective control/oversight as the health and safety structure/arrangements matures.	A scoping paper is to be produced by end of April 2011 to meet this recommendation.	Director of Employee Relations, Health and Wellbeing
CRITICAL	CO-OPERATION AND COLLABORATION	13	MPA should obtain legal advice regarding its health and safety liabilities as owner of the estate and employer of MPS staff.	Recommended by the MPA that this action is held until the outcome of the government review of the police service as detailed in "Policing in the 21st Century: reconnecting police and the people" is known.	MPA
MEDIUM	CO-OPERATION AND COLLABORATION	14	The MPA should clarify its position with regard to its H&S role and interaction with the MPS on health and safety matters.	Recommended by the MPA that this action is held until the outcome of the government review of the police service as detailed in "Policing in the 21st Century: reconnecting police and the people" is known.	MPA
MEDIUM	CO-OPERATION AND COLLABORATION	15	Ideally, agreement and commitment should be obtained between the MPA and MPS on a collaborative and co-operative approach to H&S across the MPS. If the MPA chooses to maintain a position of delegated responsibility and oversight for health and safety management this should be reflected in the policy statement and arrangements (see recommendation 5).	Recommended by the MPA that this action is held until the outcome of the government review of the police service as detailed in "Policing in the 21st Century: reconnecting police and the people" is known.	Chief Executive of the MPA and Chair of Strategic H&S Meeting

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MEDIUM	CO-OPERATION AND COLLABORATION	16	There is a requirement for a more effective forum at which MPS and MPA management can discuss and agree H&S policy, strategy and strategic objectives – such as an upgraded Strategic Health Committees as identified in recommendation 8.	This recommendation will be managed in 2 separate parts. Part 1 relates to the need for an appropriate high level forum to discuss safety, agree standards etc. An upgraded Strategic Health and Safety Committee is considered the appropriate forum providing it is chaired by a member of Management Board. This was agreed and the Director of HR will chair the MPS Strategic Health and Safety Committee. The Strategic Health and Safety Committee Terms of Reference have been updated and approved to accommodate these changes. Therefore Part 1 is considered COMPLETE. Part 2 relates to relationship of these revised structures with the MPA. The MPA recommend that this is held pending the outcome of police reform review 'Policing in the 21st Century: reconnecting police and the people' is known.	Chief Executive of the MPA and Director of HR
LOW	CO-OPERATION AND COLLABORATION	17	A survey of other police forces across the UK (and possibly internationally) should be carried out to identify best practices in police service and authority co-operation and collaboration on health and safety matters as a benchmark for the MPA/MPS relationship in this area.	The MPS has benchmarked its H&S structural arrangements against GMP. This initial work will be considered in a summary report at the MPS SH&SC in December 2010. The MPS is also contributing to an ACPO/APHSA project to review accident data benchmarking, reviewing inter force auditing within the London & SE APHSA region. The latter work stream will be influenced by a national auditing project within England & Wales sponsored by ACPO, NPIA & APHSA.	Director of Employee Relations, Health and Wellbeing
LOW	TRAINING AND COMPETENCE	18	The MPA health and safety liaison with the MPS should be led by an appropriately qualified individual with specialist H&S knowledge and experience.	Recommended by the MPA that this action is held until the outcome of the government review of the police service as detailed in "Policing in the 21st Century: reconnecting police and the people" is known.	MPA
LOW	TRAINING AND COMPETENCE	19	Consideration should be given to having a second health and safety co-opted person on the Corporate Governance Committee with current experience providing advice at a senior level to an organisation that has structural and operational issues as close to MPS as possible.	Recommended by the MPA that this action is held until the outcome of the government review of the police service as detailed in "Policing in the 21st Century: reconnecting police and the people" is known.	MPA
CRITICAL	TRAINING AND COMPETENCE	20	Carry out a MPS-wide training needs review to ensure that health and safety knowledge and skills requirements are appropriate and documented against all roles and activities.	A scoping paper has been produced detailing how this recommendation can be met. The scoping paper was endorsed by the Director of Leadership & Learning in Oct 10. Further work is under way to formalise actions and timeframes to meet this recommendation. The DoR Assurance Process has identified the scope of H&S training for the roles and activities undertaken by DoR employees. This recommendation will need to be incorporated into the Developing Training & Professional Development Programme; further scoping work is underway.	DAC HR

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CRITICAL	TRAINING AND COMPETENCE	21	The output from recommendation 20 should be used as a basis for a review of core health and safety training resources, course availability, content and delivery (especially the 'Safety Leadership' course for managers) and to establish core health and safety training priorities.	A scoping paper has been produced detailing how this recommendation can be met. The scoping paper was endorsed by the Director of Leadership & Learning in Oct 10. Further work is under way to formalise actions and timeframes to meet this recommendation. This recommendation will need to be incorporated into the Developing Training & Professional Development Programme; further scoping work is underway.	DAC HR
CRITICAL	TRAINING AND COMPETENCE	22	Review the strategy for appointing persons before they have gained the appropriate health and safety competency and opportunity to develop a health and safety mentoring system for newly appointed supervisors and managers with significant health and safety responsibilities.	A scoping paper has been produced detailing how this recommendation can be met. The scoping paper was endorsed by the Director of Leadership & Learning. Further work is under way to formalise actions and timeframes to meet this recommendation. This recommendation will need to be incorporated into the Developing Training & Professional Development Programme; further scoping work is underway.	DAC HR
HIGH	TRAINING AND COMPETENCE	23	Establish a procedure to ensure all course PNA development includes consultation and the review of course content by specialist safety staff.	A scoping paper has been produced detailing how this recommendation can be met. The scoping paper was endorsed by the Director of Leadership & Learning in Oct 10. Further work is under way to formalise actions and timeframes to meet this recommendation. This recommendation will need to be incorporated into the Developing Training & Professional Development Programme; further scoping work is underway.	DAC HR
CRITICAL	TRAINING AND COMPETENCE	24	Reported problematic health and safety training areas need to be reviewed and appropriate action taken to close identified risk.	A scoping paper has been produced detailing how this recommendation can be met. The scoping paper was endorsed by the Director of Leadership & Learning in Oct 10. Further work is under way to formalise actions and timeframes to meet this recommendation. This recommendation will need to be incorporated into the Developing Training & Professional Development Programme; further scoping work is underway. PSCT have reviewed relevant training and produced a scoping paper regarding timeframes for completion; this paper was submitted to the Sept 10 SH&SC and will be reviewed at December's meeting.	DAC HR

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MEDIUM	PLANNING AND PRIORITISING	25	Communicate to key estate and building stakeholders details of adjustments to the estate strategy arising from financial constraints what level of estates provision can be expected.	<p>The MPS has moved to a more corporate approach to the planning, delivery, operation and use of property. Property Services are the professional lead for real estate and will advise MPS Management Board so that decisions can be taken in the overall corporate interest of the Service. All business groups have been consulted and are supportive of this strategy which will help to bring about more effective use of property.</p> <p>Property Services are also putting the Corporate Real Estate approach at the heart of the delivery of property services within the organisation. This corporate real estate approach has been approved by MB and the MPA. Communication to stakeholders is ongoing and is an integral part of the estates strategy.</p>	Director of Resources
CRITICAL	PLANNING AND PRIORITISING	26	Review and clearly define an adjusted estates strategy taking in to account the increased financial constraints and the needs and expectations of the users. Ideally, this will be jointly agreed between the MPA and MPS and could be an early item for the upgraded Strategic H&S Committee. Views of all stakeholders should be obtained and considered and the agreed strategy communicated and explained.	Property Services are putting the Corporate Real Estate approach at the heart of the delivery of property services within the organisation. This corporate real estate approach has been approved by MB and the MPA. Communication to stakeholders is ongoing and is an integral part of the estates strategy.	Director of Property Services
MEDIUM	PLANNING AND PRIORITISING	27	Communicate the findings and actions arising of the FM maintenance programme delivery audits to relevant stakeholders so that these can be factored in to broader health and safety considerations and assessments.	The Property Services Head of Compliance continues to develop an audit process to enable the confirmation of statutory compliance within each of the MPA/MPS buildings. This item is an action highlighted by the Directorate of Resources (DoR) Health & Safety Statement of Assurance. A series of meetings have been arranged to further discuss and conclude this item with SHRMT and Facilities Management (FM).	Director of Resources
LOW	PLANNING AND PRIORITISING	28	A comprehensive MPS-wide, all activities risk register should be developed to provide a structured framework for corporate decision making and resource prioritisation.	This action will be conducted in consultation with MPS Risk Management. Scoping paper regarding what the register would look like to be completed by end of April 2011.	Chair of Strategic H&S meeting

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CRITICAL	PLANNING AND PRIORITISING	29	All major budget considerations should include a health and safety impact statement.	The Property Services Head of Compliance is chairing a working group which is reviewing health and Safety compliance in respect of the MPS procurement processes and procedures. It has been recommended that the current business case template and form 1049 procurement document be amended to include input by the Property Services Compliance Team and SHRMT.	Director of Resources
CRITICAL	PLANNING AND PRIORITISING	30	All projects should formally consider health and safety in the project initiation stage by way of a formal impact statement; this approach should also be expanded to include policy development.	The HR sponsored organisational change policy now requires all organisational change to consider health and safety and develop an impact statement with risk assessment/s where appropriate. All MPA and MB reports should now, if required, quantify the health and safety impact via section C of the report under risk implications.	Director of HR
CRITICAL	PLANNING AND PRIORITISING	31	A protocol should be defined, agreed and committed to by both the MPA and Management Board to provide guidance to managers on corporate risk and health and safety activity priorities to enable appropriate decision making on the use of limited resources.	This recommendation will be implemented alongside Recommendation 28.	MPA and Chair of Strategic H&S meeting
HIGH	PLANNING AND PRIORITISING	32	The MPS should consider conducting a review in order to evaluate what resources are required to deliver its safety policy and future strategy.	Recommendation under review in consultation with the Auditors. Position paper to go to SH&SC in April 2011.	Director of Resources and Director of HR
CRITICAL	PLANNING AND PRIORITISING	33	Review procedures for incorporating health and safety performance criteria in the procurement process.	The Property Services Head of Compliance is chairing a working group which is reviewing health and Safety compliance in respect of the MPS procurement processes and procedures. It has been recommended that the current business case template and form 1049 procurement document be amended to include input by the Property Services Compliance Team and SHRMT. Next meeting is scheduled for November 2010. Final procedures to be forwarded to Anne McMeel for approval and sign off before the end of December 2010.	Director of Resources
CRITICAL	CULTURE AND COMMUNICATION	34	A review should be carried out of the prevailing health and safety culture across the MPS, going beyond management level and employee representative organisations.	Scoping paper to be written for consideration by the December 2010 Strategic H&S Committee	Director of HR

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LOW	CULTURE AND COMMUNICATION	35	The perception that a H&S 'blame culture' is present in the MPS should be reviewed and either proven to be incorrect or addressed since this perception could seriously undermine health and safety development across the organisation even if it has no basis.	Scoping paper to be written for consideration by the April 2011 Strategic H&S Committee	Director of HR
MEDIUM	MONITORING, AUDITING AND BENCHMARKING	36	Analyse health and safety accident and incident data to provide comparison across the organisation to facilitate the targeting of safety resources where additional support may be required.	The replacement MetAIR system under the THR project is integral to the THR IT solution. The THR launch date was scheduled for 09 November 2010. It is anticipated that the new MetAIR system will go live on this date.	Director of Employee Relations, Health and Wellbeing
MEDIUM	MONITORING, AUDITING AND BENCHMARKING	37	Analyse health and safety accident and incident data from the range of contractors employed across the organisation (e.g. within DoI, Transport, Catering, PS, HR and Operational Policing) to identify potential problem areas or organisations.	The replacement MetAIR system under the THR project is integral to the THR IT solution. The THR launch date was scheduled for 09 November 2010. It is anticipated that the new MetAIR system will go live on this date. The MPS is part of a joint ACPO/APHSA national project to review accident data in order to develop an agreed framework of data collection and benchmarking.	Director of Employee Relations, Health and Wellbeing
MEDIUM	MONITORING, AUDITING AND BENCHMARKING	38	Establish and review health and safety KPIs at various levels in the organisation to provide internal benchmarks for continuous improvement	Review (B)OCU level KPIs approved by the MPS SH&SC. Further work planned to develop KPI requirements beyond (B)OCU level to be presented to the SH&SC in April 2011.	Director of Employee Relations, Health and Wellbeing
LOW	MONITORING, AUDITING AND BENCHMARKING	39	Identify external benchmarks) to allow the identification of where MPS sits in terms of health and safety maturity and performance amongst its peers and other relevant organisations and to provide information for decision making on strategic plans and objectives.	Linked to recommendation 17.	Director of Employee Relations, Health and Wellbeing

Action lead

Nick Kettle

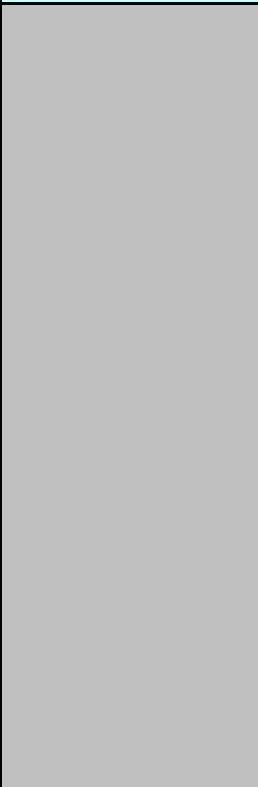
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Action lead



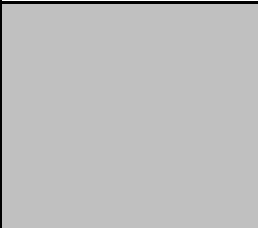
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