Metropolitan Police Authority and Metropolitan Police Service Health and Safety Policy

Introduction

The Metropolitan Police Authority (MPA) and the Commissioner of the Metropolitan Police Service (MPS) are committed to ensuring the health and safety of officers, staff, contractors and the public who are affected by our activities.

Together the MPA and MPS will provide a safe working environment, as far as is reasonably practicable, and promote a positive safety culture. To achieve this, the MPA and MPS will comply with the requirements of the Health and Safety at Work etc Act 1974; the Police (Health and Safety) Act 1997 and all other relevant statutory provisions and recognised codes of practice.

The MPS and MPA seek the support of everyone in improving the standards of health and safety, and to this end, this policy promotes open communication and actively encourages suggestions that could lead to improvements in safety and health at work.

Application

This Health and Safety Policy replaces the 2005 policy document. It will apply to all MPS police officers, police staff, members of the Special Constabulary and other extended police family members (hereinafter designated "employees" for the purposes of this policy), irrespective of rank, grade or position.

The MPS and MPA require all employees and contractors working on behalf of the MPS to comply with the contents of this policy.

Purpose

The policy sets out the overall safety management system to achieve legal compliance, secure best working practices and promote a positive safety culture.

Scope

This Policy covers relevant MPA and MPS activities.

Policy Documents

This policy comprises of the following documents. **(hyperlinks to all below)**
- o Statement of Intent
- o Organisation
- o Arrangements
- o Monitoring and Review

Benefits

This policy will promote and secure the health and safety of all our employees. This, in turn, will support the MPS in delivering a first-class policing service to the public.

Responsibilities

The Commissioner and the MPA are responsible for the implementation of this policy.

This policy was prepared by the Safety and Health Risk Management Team (SHRMT) following consultation with stakeholders, as required by law. It was approved by the Strategic Health and Safety Committee and the MPA Corporate Governance Committee, and ratified by the Commissioner and MPA.

The MPS Management Board and MPA will monitor the effective implementation of this policy.

The policy document will be reviewed annually by the MPS Strategic Health and Safety Committee and MPA Corporate Governance Committee.

Associated Documents and Policies

This Policy will be supplemented by the MPS Health and Safety Manual Guidance Manuals Volume 1 and 2. Other aligned policies and associated documents include:

- ❑ MPS SHRMT and PSD Health and Safety Intranet Site
- ❑ PSD Health and Safety Policy
- ❑ MPS Health and Safety Manual – Volumes 1 and 2

Statement of Intent

The Metropolitan Police Authority (MPA) and the Commissioner of the Metropolitan Police Service (MPS) are committed to ensuring the health and safety of employees and the public who are affected by our activities.

To achieve this we will comply with the requirements of the Health and Safety at Work etc Act 1974; the Police (Health and Safety) Act 1997 and all other relevant statutory provisions including codes of practice.

Together we will provide, as far as is reasonably practicable, a safe working environment, promote a positive safety culture and allocate appropriate resources to assist with the implementation of our health and safety policy. Safe systems of work, based on risk assessments, are essential to achieving this objective.

We seek the support of everyone in improving the standards of health and safety and, to this end, this policy promotes open communication and actively encourages suggestions that could lead to improvements in safety and health at work.

We are committed to ensuring that there are effective procedures for consultation on health and safety with all employees and their safety representatives.

Managers at all levels of the organisation will be responsible and accountable for visible and proactive leadership in implementing this policy. Members of the organisation also have a critical role to play through their active partnership, in developing and complying with systems introduced to keep them safe. The responsibility for health and safety is a joint one involving the MPA, MPS personnel, managers and contractors.

Progress in achieving our goals will be measured by proactive and reactive monitoring, and safety management system audits.

Signed…………………………………….Signed…………………………………….

Sir Ian Blair   Len Duvall
Commissioner   Chair of the MPA

Dated: June 2007

1. Organisation – Key Management Responsibilities and Accountabilities

MPA	
1.1	The MPA are responsible for strategic oversight of the Health and Safety within the MPS including strategy, performance and building compliance. Their strategic oversight responsibilities include: • Consideration and approval of the annual health and safety plan and receipt of an annual assurance from the Commissioner concerning effective health and safety risk management systems. • Oversight of the effectiveness of consideration within MPS of the health and safety implications of MPS plans, policies and programmes. • Oversight of MPS health and safety performance including the application of the joint MPS/MPA Health and Safety Policy to all parts of the organisation. • Oversight of health and safety compliance in respect of the MPS estate. • Supporting the Commissioner in facilitating the promotion and development of effective health and safety risk management practices across the organisation. • In conjunction with the Commissioner, ensure that there is independent audit and review of health and safety risk management systems in the MPS from time to time.
Commissioner	
1.2	The Commissioner is responsible for the implementation and day-to- day operational management of health and safety in the MPS. The Commissioner, with the support of the MPA, will ensure that as far as reasonably practicable, adequate resources are allocated to meet both present and anticipated health, safety and aligned welfare requirements. The Commissioner will also ensure that the MPS considers and, where necessary, acts upon any representations made or advice given by his Management Board, enforcing authorities, specialist advisors or committees. The Commissioner's responsibilities include the need to:- • promote and maintain effective working relations between the MPS/MPA and the statutory enforcing authorities; • ensure a policy of open communication and consultation on

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<td>health and safety issues;

• require managers to set in place appropriate measures to ensure compliance with health and safety standards and procedures;

• promote health and safety throughout the MPS, both for policing operations and for the working environment;

• monitor the MPS's performance by obtaining relevant information on all health and safety proactive and reactive indicators, including accident and ill-health statistics;

• present an annual health and safety plan to the MPA and embed it into the MPS systems of working;

• actively monitor the implementation of the policy through the Management Board;

• present to the MPA annually an assurance concerning effective health and safety risk management systems, and obtain similar assurances from Management board members in relation to their responsibilities;

• advise the MPA, with regard to the financial and other implications of compliance with current and forthcoming legislation;

• Providing information and as necessary explanation to the MPA to enable the MPA to discharge their responsibilities by way of strategic oversight.</td>
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Management Board

1.3	Members of Management Board will collectively and individually promote and provide clear leadership and commitment to health and safety, and afford health and safety a level of visibility commensurate with its importance. Members of the Management Board should be aware, understand and appreciate the hazards and risks encountered by their teams in their day-to-day activities. Each Board member will appoint a suitable and competent individual, who will deputise in their absence.
1.4	The Director for Human Resources will act as the Board's lead member for health and safety matters (excluding estates) and will work closely with both Board members and the Commissioner, to ensure that the structure for the management of health and safety is embedded within the MPS and is fully operational. However, other Management Board Members will retain primacy for health and safety within their own business areas. The Director of Resources will act as the Board's lead member for estates matters and will work closely with other Board members and the Commissioner to ensure the estate remains compliant with health and safety legislation. Board members will retain primacy for all activities carried out within and from buildings within the estate for their own business areas.

1.5	The Management Board's role is to: • discuss and formulate health and safety policy; • encourage all business groups to coordinate their health and safety activities; • communicate and establish health and safety objectives; • ensure effective communication, consultation and implementation of health and safety matters with employees, their representatives and accredited safety representatives; • encourage collaboration and communication with employees by managers; • the development of a positive culture in which all employees' share the MPS commitment to health and safety; • allocate the necessary resources to achieve agreed objectives and targets; • consult all relevant stakeholders before making a final decision about any matter with health and safety implications.
1.6	Each Board member is responsible for the implementation of the health and safety for their business group, this will include: • introduction and maintenance of local health and safety policies at Operational Command Unit (OCU) and Department level; • allocation of duties and responsibilities for health and safety; • ensuring that risk assessments are completed and control measures (including safe systems of work) are implemented and communicated to staff; • ensuring that risk assessments are reviewed at regular intervals with amendments communicated to appropriate managers responsible for implementing changes; • managers to collaborate and communicate with employees, the Superintendents' Association, Police Federation, Police Staff Associations, and Trade Union representatives on health and safety matters; • managers undertaking regular workplace inspections; • Presentation of an annual assurance statement to the Commissioner in relation to their own business group.
1.7	The Management Board will measure health and safety performance, using all relevant performance indicators, including: • accident, incident and near miss records; • inspection reports; • audit results and other appropriate management information.
1.8	The Management Board will also: • provide specialist safety teams with the appropriate information and statistics to enable them to discharge their responsibilities; • ensure accredited safety representatives are given all

	necessary assistance to carry out their health and safety activities and/or inspections; • ensure appropriate health and safety training is provided for all employees; • ensure that sufficient time is afforded for employees to undertake health and safety training (this includes time for safety representatives training); • ensure a Senior Designated Officer (SDO) is appointed for each multi occupancy building.
Training Management Board	
1.9	Training Management Board (TMB) is responsible for approving and monitoring MPS health and safety training standards. TMB role is to: • ensure a performance needs analysis is undertaken to define knowledge, skill and training requirements for all roles and activities and, where appropriate, this has included health and safety requirements; • ensure all employees are trained to perform their role in a safe manner; • consult with the Strategic Health and Safety Committee to set minimum standards for core health and safety training; • to consult with the Strategic Health and Safety Committee and monitor health and safety training standards; • collaborate on technical health and safety issues/standards with the Strategic Health and Safety Committee.
Operational Command Units and Departments	
1.10	Each member of the Management Board is to ensure that each OCU and department within their Business Group has a local policy, organisational structure, and arrangements for the management of health and safety. The Policy Statement of Intent is to be signed by the OCU Commander or Head of Department.
OCU Commander, Head of Department and local Senior Management Teams (SMT)	
1.11	The OCU Commander or Head of Department is responsible for developing, implementing and maintaining a local health and safety policy, organisation and arrangements. These senior Managers will: • show clear leadership in promoting a positive health and safety culture in which all employees share the MPS commitment to this objective; • comply with all relevant legislative and statutory requirements; • implement the MPS health and safety management system, based on the Health and Safety Executive (HSE) guidance

	HS (G)65, "Successful Health and Safety Management"; • ensure that risk assessments are completed and control measures (including safe systems of work) are implemented and communicated to staff; • ensure that risk assessments are reviewed at regular intervals with amendments communicated to appropriate managers responsible for implementing changes; • ensure contractors include operational requirements in their risk assessments; • ensure a responsible person is available at each building. The model for an OCU or department to achieve an MPS safety management system based on HS(G)65 and local safety policy template is contained in the Health and Safety Manual Volume 1.
1.12	The OCU Commander or Head of Department will chair their local Health and Safety Committee. This committee includes representatives from all units and teams, local safety representatives and other relevant stakeholders, and must be held quarterly. A clear record of these meetings should be retained.
1.13	Whilst overall accountability rests with the OCU Commander or Head of Department, the relevant SMT are responsible for the practical elements of the policy implementation. The SMT are collectively responsible for: • effective integration of the local health and safety management system; • setting of local objectives, improvement targets and performance monitoring; • managing any health and safety issues devolved by the Management Board or the Business Group Management Board Member; • promoting good working practices, including work/life balance; • ensuring all staff are receiving suitable and appropriate training to ensure that they can perform their activity competently and safely; • liaising, where appropriate, with other MPS departments or relevant stakeholders, to develop integrated health and safety systems between all stakeholders; • promoting and facilitating consultation with representatives from the Superintendents' Association, Police Federation, and Trade Unions; • proactive monitoring to ensure compliance of safe systems, through audits and inspections; • attending their local Health and Safety Committee meetings; • ensuring a trained responsible person is provided in each building to undertake local health and safety liaison.

Specific Local SMT Responsibilities

1.14	The OCU Commander, Head of Department or Senior Designated Officer will allocate SMT members specific responsibilities and safety roles, as appropriate, taking account of the OCU or department activity.
	Superintendent Operations or Operations Manager The Superintendent Operations or an appointed Operations Manager is to have specific responsibilities for operational activity. This manager is to ensure that risk assessments are complete and control measures including safe systems of work implemented for all operational activity. This will include employees who work outside their nominated work place.
	CID Manager The CID Manager is to have specific responsibilities over plain clothes operations. This manager is to ensure that risk assessments are complete and control measures including safe systems of work are implemented for all covert operational activity. This will include employees who work outside their nominated work place.
	Business Manager The Business Manager or an appropriate appointed person is to have specific responsibilities for non-operational activity. This manager is to ensure that risk assessments are complete and control measures including safe systems of work implemented for all non-operational activity. This will include employees, who work outside their nominated work place. This person will also be responsible for ensuring operational requirements are taken note of by contractors working on site and that procedures are in place to ensure that each building has a trained responsible person for health and safety liaison on site.
	Local HR Business Partner or HR Manager The Local HR Business Partner or HR Manager is responsible to the SMT for: • consulting with line managers and training managers to verify that all employees are competent in their specific role; • ensuring that training is recorded on MetHR; • local management of Metropolitan Police Accident and Incident Reporting (MetAIR) system and near miss reporting; • communicating any MetAIR data or information for analysis and feedback; • notifying HSE of any deaths or serious accidents, as soon as practical following the event, as defined by Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR); • liaising with OCU commanders to ensure that an investigation

	into an incident has been initiated.
	Training Manager This manager is responsible to the SMT for providing appropriate training for employees to perform their role in a safe manner. The Training Manager will ensure that: • a performance needs analysis has been undertaken, as appropriate, to define knowledge, skill and training requirements for all OCU activity; • the co-ordination and instigation of the health and safety training of employees; • there is delivery of induction training to employees, visitors and contractors to the premises for which they control; • staff receive mandatory health and safety training commensurate with their role and position (including core Health and Safety, First Aid, Emergency Life Support, Fire, Officer Safety etc). **Site/Building Nominated Officer** The Nominated Officer is responsible to the SMT for: • providing a safe working environment within MPS buildings; • liaison with contractors on premises, to ensure that safe systems of work are in place and implemented; • ensuring that any equipment purchased is suitable and safe for use; • liaison, where necessary, with Property Services Department staff.
Property Services Department Responsibilities for MPS Buildings	
1.15	Property Services are responsible for MPS Buildings for: • providing buildings which ensure a safe working environment including tenanted and hired premises; • ensuring all building regulatory health and safety compliance is adhered to, including Fire Safety, DDA, CDM, Asbestos, Building Regulations, Food Hygiene and Legionella; • providing adequate planned maintenance; • ensuring that suitable competent contractors are employed, and to ensure that safe systems of work are in place and implemented; • ensuring that any building related equipment purchased is suitable and safe for use; • ensuring adequate and suitable construction design and compliance with MPS standards; • auditing to ensure that building regulatory compliance is satisfactory and safe systems of work by PFI partners and/or contractors are in place; • compliance with all environmental legislation.

Multiple Occupiers Sites	
1.16	On multiple occupier sites (sites containing more than one single OCU or department) a Senior Designated Officer (normally the senior officer for the site) will be appointed. Within multiple occupier sites, resident OCU's and departments will retain responsibility for health and safety for their own OCU/Department but will collaborate on site wide safety with the SDO. The SDO is to: - produce a site/building health and safety policy for managing hazards in common areas, collaboration, coordination and emergency procedures; - coordinate health and safety in common areas and emergency plans; - coordinate health and safety throughout the site to ensure that no single site activity constitutes or leads to unsafe practices, or hazards; - coordinate, and ensure adequate communication of site wide emergency procedures; - promote, communicate and coordinate health and safety requirements to site residents; - ensure that all site requirements in respect of health, safety, and welfare of common areas meet compliance with appropriate standards.
All Managers and Staff	
1.17	All managers, at all levels of the organisation, will be responsible and accountable for visible and proactive leadership in implementing this policy. All employees have a responsibility to comply with health and safety policies and procedures, through taking care of themselves and their colleagues and by bringing to notice health and safety concerns, which may lead to an accident or injury.

2.	Organisation – Health and Safety Committees
The Strategic Health and Safety Committee	
2.1	The MPS Strategic Health and Safety Committee, under the Chair of the Director HR, or his deputy, will include representatives from all business groups, Superintendents' Association, Police Federation, police staff associations and trade unions. The Committee will provide a forum to discuss corporate and strategic health and safety issues. The committee will be responsible for: • recommending core health and safety policy and performance objectives to the Management Board; • monitoring performance objectives and audit results; • consulting business groups, Superintendents' Associations, Police Federation, police staff associations, and trade unions on the strategic development and performance of health and safety in the MPS; • communicating corporate health and safety issues to all employees; • discussing corporate health and safety. The Committee will meet on a quarterly basis, but the Chairperson may, on occasion, require to call an extraordinary meeting to deal with emerging issues.
MPA Corporate Governance Committee	
2.2	The Commissioner, Management Board Members and OCU Commanders, Department Heads and the Chair of the MPS Strategic Health and Safety Committee will report and account to to the MPA Corporate Governance Committee, as requested, on health and safety performance, and other safety related issues.
Local OCU or Department Committees	
2.3	Each OCU or department will have in place a local health and safety committee. These committees will be made up of the SMT, local safety representatives for both police officers and staff, where appropriate, a member of the PFI team, and, if required, specialist health and safety advisors. The committee will be chaired by the OCU Commander or Head of Department. The committee will be responsible for: • recommending local health and safety policy and performance objectives to the SMT; • monitoring performance objectives, inspection and audit results; • consulting staff, Superintendents' Association, Police Federation, police staff associations, and trade unions on

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the local development and performance of health and safety in the OCU or department;
- communicating corporate and local health and safety issues to all employees;
- discussing local health and safety concerns.

These committees must:
- convene at least quarterly;
- be recorded and actions noted;
- allocate actions noted to a specific manager;
- make outcomes known to all staff and relevant stakeholders.

Where departments are spread over several sites, managers should hold local meetings, prior to the main OCU or departmental committee meeting. The representative attending the departmental committee will normally be the chairperson of the local meeting and, for the PFI premises, a member of the PFI team.

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Multiple Occupier Site Health and Safety Coordinating Committee

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On multiple occupier sites the Senior Designated Officer will have in place a health and safety coordinating committee. This committee will facilitate the coordination of health and safety across the site. The committee will comprise of all relevant site stakeholders including PFI and other contractors. The site health and safety will be chaired by the SDO. The Health and Safety Coordinating Committee will:
- co-ordinate health, safety throughout the site to ensure that no single site activity constitutes or leads to unsafe practices, or hazards;
- coordinate, and ensure adequate communication of site wide emergency procedures;
- promote, communicate and coordinate health and safety, requirements to site residents;
- ensure that all site requirements in respect of health and safety of common areas meet compliance with appropriate standards.

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Staff Consultation	
Safety Representatives	
2.5	Formal consultation with employees will be in accordance with the Safety Representatives and Safety Committees Regulations 1977 and, as necessary, in accordance with the Health and Safety (Consultation with Employees) Regulations 1996.

The Superintendents' Association, Police Federation and Association of Chief Police Officers represent the interests of its members in all matters of health, safety and aligned welfare.

The recognised trade unions in the MPS are entitled to appoint safety representatives to consult with management in matters relating to health, safety and aligned welfare. The trade unions have agreed to extend their role to non-union members with regards to health and safety advice.

Police Federation representatives will be treated for this purposes as if they were appointed trade union representatives.

Safety representatives will:
- have access to MetAIR or be provided with accident and incident records (including relevant statistical data);
- have access to all relevant safety related data;
- be consulted by Senior Managers concerning risk assessments, new system of work, or any plans, with health, safety and welfare implications, prior to implementation. |

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	Arrangements

3.1	The MPS SHRMT Health and Safety Guidance Manual Volume 1 and 2, and PSD Health and Safety Manual are to be used to support the implementation of this policy by all employees. The manuals provide: • guidance on the implementation of the MPS health and safety management systems; • guidance on compliance with specific legislative and statutory requirements; • the actions necessary to ensure compliance with the relevant health and safety legislation; • building, safety and estate management matters.

Risk Assessment

3.2	All work activity is required to be risk assessed. This assessment will evaluate the significant hazards and implement control measures to reduce, eliminate or control the risks. The following types of risk assessment will be utilised: • **Corporate Safety and Health Risk Assessments** Corporate sponsors, Business Group, OCU or specialist units will be responsible for developing and maintain MPS corporate assessments on either specialist (e.g. Firearms) or any generic activity across the MPS. • **Local OCU or Department Safety and Health Risk Assessments** This assessment is of local OCU or department activities taking into account local environmental circumstances. This should, where appropriate, be based on or take account of the safety and health corporate assessments for that specific activity. Where a corporate safety and health risk assessment does not exist for a local activity, a safety and health risk assessment should be undertaken for consideration as a new corporate standard. • **Dynamic Safety and Health Risk Assessments** At high-risk fast time incidents, operationally deployed personnel may need to carry out a subjective assessment of the hazards and take appropriate and immediate actions to manage the hazards and control the risk. Dynamic risk assessment does not negate the requirement for a formal local or corporate safety and health risk assessment. All corporate and local risk assessments are to be reviewed at regular intervals, at least annually, or when significant changes to operational processes are made. These amendments should be communicated to appropriate managers who are responsible for implementing changes.

	Where hazards cannot be eliminated or adequately controlled, employees will be issued with appropriate personal protective equipment, as identified by the risk assessment, to support a safe system of work.

Control of Contractors

3.3	All contractors will undergo an appropriate health and safety selection process and must demonstrate adequate competency. Good practice dictates that this issue should be considered as part of the tendering/appointment process. Contractors working on police premises will be supervised either through PSD, DOI, PFI partners, OCU's or departments to ensure that their work complies with the minimum statutory provision for Health and Safety, and does not create significant hazards, which affect employees. In addition all relevant stakeholders who are involved with contractors' activities or their supervision will: • cooperate and ensure compliance with current legislation; • exchange safety information (including risk assessments); • ensure all contractors are aware of the action to be taken in the event of an emergency.

Control of Visitors

3.4	Visitors to MPS buildings will pass through a controlled entry point to ensure that the security of the building is not compromised and, whilst in the building, they are aware of the necessary emergency procedures to keep them safe. Procedures shall be put in place to ensure that a record is kept and maintained of who is on site or within the building.

Fire arrangements and Emergency Procedures	
3.5	Every MPS site is to produce, implement and maintain procedures for dealing with: • fire; • medical emergency; • bomb alert/terrorist attack; • environmental hazards or other major incident. The Regulatory Reform (Fire Safety Order) 2005 came into force on 1 October 2006 and now requires that a fire risk assessment is to be undertaken. This fire risk assessment will be conducted to ensure that: • arrangements are in place for safe evacuation in the event of a fire; • all employees, contractors and visitors are aware of those arrangements. The emphasis of the above is to ensure proactive management of prevention by the removal of ignition sources and/or combustible materials and good housekeeping. All employees and non-MPS personnel within a building will comply with the emergency and fire evacuation plan.
First Aid	
3.6	All MPS buildings and operations will have suitable arrangements for First Aid, in accordance with the First Aid SOP.

Local OCU and Department Arrangements	
3.7	Each OCU and department is to develop and implement effective local health and safety arrangements to support their policy and provide, as far as is reasonably practicable, a safe work environment.
Multiple Occupier Sites	
3.8	The Senior Designated Officer for a multiple occupier site is to develop and implement local site arrangements to facilitate the collaboration and coordination of site safety arrangements for: • the safety of common areas including pedestrian and road safety; • emergency plans; • the control of visitors; • the control of contractor access.

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<tr><td colspan="2" align="center">**Monitoring Performance**</td></tr>
<tr><td>4.1</td><td>Management Board will monitor the effective implementation of this policy.</td></tr>
<tr><td>4.2</td><td>Management Board Members and OCU Commanders, Head of Departments and the Chair of the MPS Strategic Health and Safety Committee will report and account to the MPA Corporate Governance Committee, as requested, on health and safety performance and other safety related issues.</td></tr>
<tr><td>4.3</td><td>The Director of HR will provide a regular report to the Management Board on corporate health and safety issues.

The Director of Resources will also provide the Management Board with regular reports on fire and building regulatory compliance.</td></tr>
<tr><td>4.4</td><td>All OCU Commanders, Head of Departments and line managers will actively monitor the performance of their local health and safety policies.</td></tr>
<tr><td colspan="2">**Local OCU and Department Proactive and Reactive Monitoring**</td></tr>
<tr><td>4.5</td><td>All OCU Commanders, Head of Departments and line managers are to undertake proactive and reactive monitoring. This monitoring is to be reviewed locally by the SMT and local Health and Safety Committee. This will include:
• local inspection and audit reports;
• accidents, dangerous occurrences and near miss investigations;
• the monitoring of accident and near miss statistics, including trends;

If monitoring shows that either corporate review or action is necessary, it should be brought to the attention of the Strategic Health and Safety Committee via the Safety and Health Risk Management Team.</td></tr>
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Audit, Review and Improvement Process	
4.6	The MPS has three levels of audits as follows: • self-assurance; • re-assurance; • Independent. OCU Commanders, Head of Departments and Senior Designated Officers will provide **self-assurance** audits by establishing their own inspection/audit programme. This is to review local management systems and key performance indicators. **Re-assurance** audits of Business Groups, OCUs and Departments will be provided by the Safety and Health Risk Management Team. For Fire and building regulatory compliance this will be undertaken by the PSD Health and Safety Department. **Independent** audits will be directed by the Management Board and MPA. These audits will be conducted by nominated external independent auditors or the MPA as appropriate. Independent audit reports and findings will be reported to the Management Board and the MPA Corporate Governance Committee. The Management Board, all OCU and Department SMT, strategic and local health and safety committees will review performance on a regular basis, to ensure that both corporate and local health and safety objectives are being achieved.