



HAMPSHIRE
**FIRE AND
RESCUE**
AUTHORITY

Hampshire Fire and Rescue Service

Health and Safety Annual Report

Revision	Date	Author	Checked by:	Approved by:	Comment
V1.1	01/08/2016	David Lack	Iain Hardcastle	Neil Odin	

Standard for Health and Safety Annual Report for 2015 - 2016

Contents

	Page number
1 Summary	3
1.1 Purpose.....	3
2 Recommendation	3
3 Introduction	3
3.1 PLAN.....	3
3.2 Do.....	4
3.3 Check.....	7
3.4 Act.....	9
4 Resources	10
4.1 H&S Team.....	10
5 Conclusions	10
6 Appendix A: Health and Safety Governance Structure	11

Standard for Health and Safety Annual Report for 2015 - 2016

1 Summary

1.1 Purpose

- A key requirement our Workforce Plan is to ensure that we have staff who can deliver our services safely to the community we serve and also at the same time ensuring our own health, safety and wellbeing.
- The purpose of this report is to review and report on the performance and current status of Hampshire Fire and Rescue Service's (HFRS) Health and Safety Management System for the period 1 April 2015 to the 31 March 2016. The aim of this report is to provide assurance to HFRS and the Hampshire Fire and Rescue Authority (HFRA) that our HSMS is suitable, adequate and effective.
- A Health and Safety Management System review was undertaken by the new Health and Safety Manager (David Lack) in September 2015. This determined that the HFRS Health and Safety Management System was found to be suitable and adequate for the size and risk profile of the organisation, however some areas were deemed to be not totally effective.
- Improvement opportunities were identified during the review and agreed by the Senior Management Team (SMT). All actions which now form the HFRS H&S Objectives and Improvement Plan (OIP) are managed by the H&S Team with progress reports provided to the Deputy Chief Fire Officer (DCFO) Neil Odin and SMT monthly and to the Health and Safety Committee on a quarterly basis. This Annual report provides an update on the OIP and on progress to improve our H&S culture and arrangements.

2 Recommendation

That the Committee approve the Health and Safety Annual Report for 2016.

3 Introduction

HSG65 and Occupational Health and Safety Assessment Series (OHSAS) 18001 both recommend that compliance with the Management of Health and Safety at Work Regulations should be achieved using the PLAN, DO, CHECK, ACT (PDCA) cycle. This report follows this cycle and reports under each area of the PDCA cycle and includes activities, challenges and level of compliance.

3.1 PLAN

3.1.1 HFRS's aims are to:

- Set and maintain sensible, risk proportionate and achievable standards of H&S management.
- Ensure the health, safety and welfare of all HFRS staff and others who may be affected by our activities.
- Minimise any potential losses to the service from injury, ill health or damage.

Standard for Health and Safety Annual Report for 2015 - 2016

- 3.1.2 H&S Policy - The HFRS and the HFRA policy 'Statement of Intent' has been reviewed with consultation with Heads of Service Team (HoST), the Health and Safety Committee, SMT and the HFRA Standards and Government Committee (SGC) and now awaits final approval from the HFRA in September 2016. The new Statement of Intent provides a personal statement of commitment from the Chief Fire Officer (CFO), Dave Curry and the Chairman of the Fire Authority, Chris Carter. A communication strategy has been developed to ensure that all staff receive and understand the statement of intent.
- 3.1.3 Planning is essential for the implementation of our H&S policies and procedures. Adequate control of risk is achieved through co-ordinated action by all members of HFRS and the HFRA.
- 3.1.4 The H&S Committee meet on a quarterly basis and is chaired by the DCFO. H&S plans are discussed and reports on progress against plan are reported regularly to the SMT.
- 3.1.5 To ensure that we focus our efforts on the areas of significant risk, a HSMS review was undertaken by the H&S Manager in September 2015. Significant work has been completed to improve the H&S culture however a number of key areas were deemed to be less effective. 51 improvement opportunities were identified and these now form the Service H&S Objectives and Improvement Plan (OIP). Good progress is being made on the OIP and this is reported and discussed by the SMT and the H&S Committee on a regular basis.

3.2 Do

- 3.2.1 Delivery depends on an effective management system to ensure, so far as reasonably practicable, the health and safety of employees, partners and members of the public. HFRS's aim to protect people by introducing management systems and practices that ensure risks are dealt with sensibly, responsibly and proportionately.
- 3.2.2 Risk management
- Operational risk management is controlled through robust incident management systems including National Operational Guidance (NOG). All operational staff are aware of their responsibilities to not only evaluate risk prior to attendance at an incident but also to undertake dynamic and analytical risk assessment during the incident at regular intervals. These processes are under regular review both locally and nationally. All operational staff maintain their competence online through the Maintenance of Competency and Maintenance of Skills system
 - Non-operational risk management is centrally managed and comprises of a suite of generic risk assessments which are used by all sites and made specific to the risk areas being assessed. During the reporting period all generic assessments have been subject to review.
- Look forward* - During 2016/17 the risk assessment service order, risk assessment form templates and risk assessment training will be reviewed with a package of media communications and training being developed and delivered to all staff both operational and support functions.
- 3.2.3 The Road Risk Management Group (RRMG)
- The RRMG meets on a quarterly basis to discuss vehicle safety and identify initiatives to reduce the frequency and outcome of Road Traffic Incidents (RTI) involving HFRS vehicles.

Standard for Health and Safety Annual Report for 2015 - 2016

- The investigation process around Level 2 (Moderate) and Level 3 (Major) Road Traffic Incidents (RTI) is generally accepted as being robust. However Level 1 (Minor) RTI's which in the main includes reported low speed incidents such as, reversing and parking and manoeuvring are not investigated in sufficient detail. The Road Risk Management Group has identified this risk and is implementing a process to regularly review Level 1 incidents and manage any appropriate actions which may follow.
- Vehicle (RTI) statistics are evaluated by Knowledge Management and the H&S Team to determine trends and improvement opportunities. The output from this evaluation is reported to the H&S Committee, the RRMG, the H&S monthly report and to SMT.

3.2.4 Health Management

- Occupational Health (OH) undertake health monitoring of all operational staff which includes 3 yearly medicals , medical referral management and follow up, and also providing health information to all staff through campaigns and on request.
- During the reporting period, the H&S team and OH have been working with the Regional CFOA H&S team to ensure compliance with the Control of Asbestos Regulation 2012. This included improvement to the management of exposure records and the provision of an Asbestos appointed Doctor.
- Recently, a new OH service called Trauma Risk Management (TRiM) service has been introduced. TRiM provides support and guidance to staff that have been to operational incidents, this started in April 2016 with encouraging results.
- The H&S team have regular meetings with OH with current focus being on fitness assessments for operational staff, sickness trends, medical referrals trends and the new TRiM arrangements.

3.2.5 Organisation

- The Health and Safety team is part of the Professional Service Directorate (PSD) under the Head of Service (Physical Assets). The H&S Team provides support, guidance and advice to managers, staff (including representative bodies), and other partner organisations e.g. Hampshire Constabulary, Princes Trust, whilst monitoring, reviewing and reporting on performance.
- The Health and Safety Committee leads on the overall direction of health, safety & welfare and continues to improve performance through monitoring, support and advice. This is supported and encouraged through the Senior Management Team (SMT)
- The HFRS Health and Safety committee meet quarterly and includes representation from all areas of HFRS and Representative Bodies and will include representation from the Isle of Wight Fire and Rescue Service (IWFRS) going forward.

Refer to Appendix A: Health and Safety Governance Structure and Interactions

Standard for Health and Safety Annual Report for 2015 - 2016

3.2.6 Cooperation and Consultation

- HFRS Health and Safety committee: The committee achieve more than just consultation and go beyond the required legal minimum standard in communicating H&S.
- A culture is now evolving where H&S issues are jointly solved. Concerns, ideas and solutions are freely shared and acted upon at the H&S committee meeting which now have a Safety, Health, Environmental, Fire and Facilities (SHEFF) agenda. The H&S committee reports directly to the Senior Management Team.
- Audits: Open communications are held during health and safety audits where staff can discuss and raise their concerns.
- Post incident debriefs: Following significant operational incidents and/or significant HS events a full and detailed debrief is undertaken. Actions are agreed and progressed to improve ways of working and ensure that lessons are learnt and acted upon.
- Senior Management Visits (SMV): A programme of SMV's through 'HFRS Engage' supports empowering our people at all levels within the organisation to share feedback and to openly discuss organisational improvements which includes health and safety issues.

3.2.7 Communication

- Two H&S CFOA Circulars were issued to the UK FRS during the reporting period:
 - CFOA Health and Safety in the Fire and Rescue Service - Embedding Lessons Learned. A Gap analysis was undertaken and improvements identified are being progressed.
 - West Yorkshire Fire and Rescue Service Report: Guidance note following the outcomes of a serious 13.5m Ladder Accident. An assurance document was developed and circulated to SMT in early May 2016 which provided assurance that our ladder stock is fit for purpose and safe.
- Moodle - the H&S area on Moodle provides a dedicated portal for staff to view H&S information. This is being developed to include guidance and training to support our Service Orders.
- Six Safety Alerts were issued during the year:
 - Personal Protective Equipment (PPE) - A reminder of why we need to wear PPE.
 - Management of sharps injuries and blood borne viruses
 - Workplace Checks
 - Control Of Substance Hazardous to Health Change to warning signs
 - Legionella management

Standard for Health and Safety Annual Report for 2015 - 2016

3.2.8 Competence

- National Examination Board in Occupational Safety and Health Level 2 courses are continuing to be run for operational (Grey book) staff, this will be expanded to include green book support staff.
- A Site Managers course has been developed by H&S Team and Central Services. The aim of the course is to improve the competence of site managers in a wide array of H&S, Environmental and property maintenance issues.
- A Service wide training matrix is currently being developed with the Training and Development team. On completion this will provide guidance to all staff about what H&S training they need for their current role and also any development requirements.

3.2.9 Objectives and Improvement Plan

The plan is approved by the Health and Safety Committee and each area is assigned owners to ensure that the plan is achieved in an effective and timely manner.

- The plan is making steady progress with 51 agreed actions.

The current status is as follows: (*Reporting period status as of the 31/03/2016*)

- 22 completed (43%)
- 22 in progress (43%)
- 4 Not started (8%)
- 3 (6%) Overdue items which have been reassessed and new target date set.

3.3 Check

HFRS believe that auditing, monitoring and reporting are integral to the development and maintenance of a good H&S culture.

Performance is measured in a number ways; H&S Event reporting, Sickness monitoring, workplace inspections carried out by site managers and representative bodies, H&S audits (Internal) and external auditing. Measuring is based on both leading and lagging indicators.

3.3.1 Measuring performance

- H&S event reporting - *Lagging Indicator*

Staff are encouraged to report all unwanted health and safety events regardless of the severity. This allows analysis to be undertaken of all events to identify any potential trends and enable H&S improvements to be made.

Summary of the reported events in 2015/2016:

The H&S team have reviewed all H & S events from April 2015 in line with guidance provided in the National HSE guidance (HSG48 Just Culture - Reducing error and influencing behaviour). It appears that the root causes provided in the reports were inaccurate and sometimes inconclusive. We have now realigned the reports and our tracker to correct this.

Output: Over 51% of events were deemed to have a Human Factor root cause, with 37% of these based on 'Error, Skill based Error, Slip', which means failure to carry out the actions of a task safely.

Standard for Health and Safety Annual Report for 2015 - 2016

Annual statistics – wrap up (previous year 2014/2015 in brackets where measured)

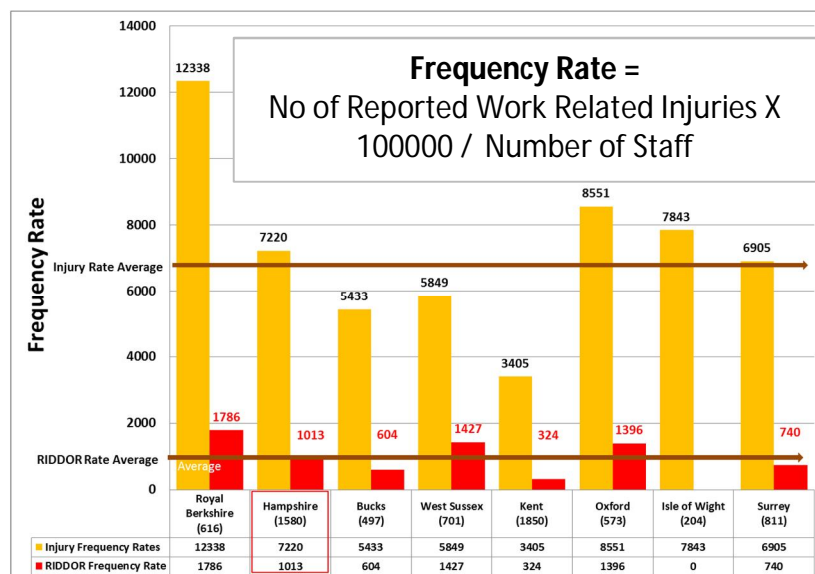
- o Total reported H&S events = 163 (144)
- o Event Level:
 - Level 1 (Minor) = 149
 - Level 2 (Moderate) = 7
 - Level 3 (Major) = 2
- o Injuries = 114 (110)
- o Injuries Lost time = 37
- o Injuries no Lost Time = 77
- o Near Miss and Cause for Concern reports = 45 (29)
- o Occupational ill Health = 2
- o Dangerous Occurrence = 2 (4)
- o RIDDOR Reportable = 7 (All 7+ Lost Time Injuries)
- o 29 Injuries were at operational incidents with 19 at Fire incidents, 5 at Road Traffic Collisions and 5 at Special Service Incidents.
- o Main Root cause - 51% of injuries deemed to be Human factors
- o Most events happened during training
- o Slips and trips accounted for most events immediate causation

Although we can see an improvement in 'Near Miss' reporting, this still only accounts for 30% of our H&S Events. If we are to improve our H&S culture and reduce the number of injuries, the reporting of near misses needs to be improved. This was identified during the H&S review in September 2015. Progress is being made in improving reporting through media communications to stations, presentation to our FDS Officers seminar and the introduction of a new online Accident Management System (AMS) due for go live in September/October 2016.

- Regional comparators (based on injuries only)

HFRS injury rates are showing above the average for the region (red numbers). Kent Fire and Rescue Service (KFRS) have a higher number of staff than HFRS and nearly half the number of reported injuries in comparison. This is currently being investigated through the SE Regional H&S team.

The new Accident Management System will improve our reporting and investigation process, reduce the number of reported injuries and improve our near miss reporting.



Standard for Health and Safety Annual Report for 2015 - 2016

- Sickness - The latest report from Human Resources covers the following period April 2015 to March 2016 – *Lagging Indicator*

Three top causes of sickness across the service are:

- First cause - Musculo Skeletal - primary area is lower limb and back
- Second cause - Mental health with an average of 4 days lost per person for non-uniformed staff.
- Third cause - Respiratory (colds and flu)

It should be noted that in total, only 4.37% time off for sickness is deemed to be work related according to reports received.

- Workplace inspections - *Leading Indicator*

Inspections are required to be completed every six months by the station manager/site manager and the safety representative for the site. This is the formal process for site H&S management. All completed reports are forwarded to the H&S team and Central services where they are reviewed and any actions progressed. This process is currently under review to improve staff engagement.

- Audits - Internal - *Leading Indicator*

The H&S Team carry out a station and site audits to assist HFRS in meeting its legal compliance. Audits include the Station Commander and /or Department Manager as well as a nominated Safety Representative for the site. The 2014/15 audit programme was completed on time and a trend analysis completed which highlighted the following areas of concern:

- Portable Appliance Testing (Electrical Equipment)
- COSHH Records/Management
- Risks assessment record reviews
- Property defect reporting.

All these area are now subject to improvement processes which are being monitored.

- Audits – External - *Leading Indicator*

- The National H&S groups are nearing completion of a new Quality safety Audit (QSA) tool; however HFRS will continue to apply the RoSPA audit template until the new process is ready.
- Southern Internal Audit Partnership carried out an internal audit in July 2015. The aim of the audit was to assess the effectiveness of controls in place focusing on those designed to mitigate risk. All 8 actions have now been completed.

3.4 Act

In 2016/17 we plan to;

- Progress work against the Objectives and Improvement Plan.
- Undertake a H&S cultural survey as part of the overall cultural survey being progressed by the Service.
- Launch an online Accident Management System
- Working to develop and implement the Strategic Governance model to improve our management, promulgation and understanding of documents across the service.
- Develop a behavioural safety competence package and introduce a behavioural safety improvement programme across the Service.

Standard for Health and Safety Annual Report for 2015 - 2016

- Both the HFRS and the IWFRS (through arrangements agreed in April 2016) will now benefit from the services provided by the HFRS H&S team. The H&S team are now working on the revision of a joint health and safety policy, procedures, training, workplace inspections. The H&S team also represent HFRS and the IWFRS at national, regional and local meetings.

4 Resources

4.1 H&S Team

- David Lack joined HFRS as the Health and Safety Manager in August 2015. David served with the fire service for thirty years retiring at the rank of Station Manager. He joined HFRS last year after leaving Crossrail as a Principle Health and Safety Manager on the London Crossrail Project. The H&S Team now consists of two part time Health and Safety Advisors and one full time Health and Safety Advisor as been recruited who will start at the end August 2016.

5 Conclusions

- Corporate Aims and Objectives
Improved health and safety management and arrangements will support and nurture the HFRS aim of being the best Fire and Rescue Service in the country.
- This report provides assurance to HFRS and the HFRA that our HSMS is suitable and adequate. The report also provides assurance that identified areas for improvement are being targeted which will improve the effectiveness of our HSMS.
- The Objectives and Improvement Plan when completed will ensure that the H&S processes as part of our HSMS continue to be suitable and sufficient and will also improve the effectiveness across the service.

6 Appendix A: Health and Safety Governance Structure

