

Purpose: Noted

Date: **25 July 2017**

Title: **Health and Safety Annual Report 2016-2017**

Report of Chief Officer



**HAMPSHIRE  
FIRE AND  
RESCUE  
AUTHORITY**

## EXECUTIVE SUMMARY

1. The Annual Health and Safety Report for 2016-2017 which covers the period 01/04/2016 to 31/03/2017, shows that the Hampshire Fire and Rescue Service (HFRS) is successful in implementing the agreed Objectives and Improvement Plan.
2. The Report establishes continuous improvement concerning proactive and reactive health and safety event trends, these are understood to be direct indicators of improvements concerning organisational safety culture.
3. Assurance is given that HFRS's Health and Safety Management System (HSMS) is suitable and sufficient for the needs of the organisation and establishes minimum legal compliance regarding health and safety legislation.
4. Further work is needed to ensure compliance is maintained in terms of future commitments and changing industry standards, as well as working towards notable good practice where reasonably practicable.
5. A Health, Safety and Wellbeing Strategy was agreed by the Health and safety committee in June 2017 which details our key deliverables for the next three years. This builds on previous achievements and addresses identified improvement needs.
6. The HFRS seek support and endorsement from the members of the Hampshire Fire and Rescue Authority for the recommendations stated within the report.

## BACKGROUND

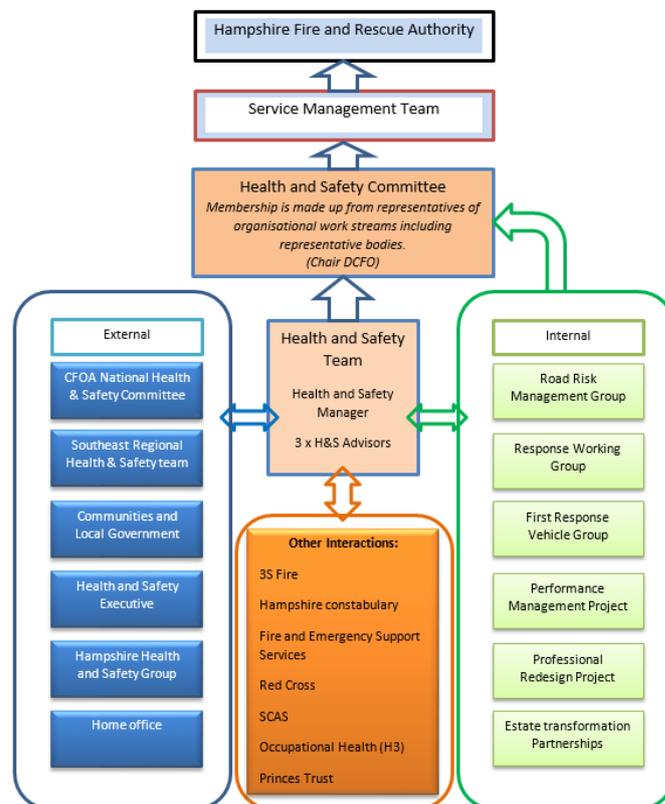
7. The annual report follows the Health and Safety Executives management system process 'Plan, Do, Check, Act (PDCA) detailed within the Health and Safety Guidance Document (HSG65) which treats health and safety management as an integral part of good management generally, rather than as a stand-alone system.
8. This approach seeks to achieve a balance between systematic and behavioural aspects of safety management, in other words; successful health and safety management is not focused on ensuring that all processes are in place but about the integration of these processes into the organisational work streams.

## PLAN

9. The Health and Safety Statement of Intent, as signed by the Chair of the Hampshire Fire and Rescue Authority and the Chief Fire Officer outlines the principles and intentions of the organisation regarding Health, Safety and Welfare.
10. The organisations Health, Safety and Welfare Policy builds on this, identifying measurable objectives to be implemented to maintain a safe and healthy working environment.
11. These in turn are reviewed by the Health and Safety Committee, driving the Objectives and Improvement Plan.
12. The Objectives and Improvement Plan relevant to this report is based on a review of the organisations Health and Safety Management System undertaken in 2015, a report of which was presented for approval to the Service Management Team in November 2015.

## DO

13. Health, Safety and Wellbeing forms an integral part of all organisational works streams. The Health and Safety Team takes a central role in ensuring this process is informed and aligned with the aims of the Statement of Intent and through objectives of the Health, Safety and Wellbeing Strategy.



14. Within this process the practical organisation, prioritisation and implementation is located within the respective work streams. Stakeholder groups emerging individual works streams provide decision making forums and means of networking.

## CHECK

15. Progress is monitored through a range of proactive and reactive indicators and processes, on which the Health and Safety Team reports monthly.

These include:

- Safety Events (accident, incident, near miss, cause for concern);
- Vehicle accident data and trends;
- Workplace Inspections;
- Health and Safety Audits;
- Health and wellbeing (sickness) trends;
- Medical Referrals trends;
- Employee Assistance trends;
- Trauma Risk Management (TRiM) overview of provision and take up;
- Fitness assessments.

## ACT

16. The information gathered in the processes detailed above is utilised to review performance and identify learning points. This process forms the basis for the Health, Safety and Wellbeing Strategy.

## OBJECTIVES AND IMPROVEMENT PLAN 2016-2017

17. The Objectives and Improvement Plan (OIP) 2016-2017 identified 49 actions, within 19 subject areas. Out of the 49 actions 39 have been completed. Of the remaining 10 actions 6 are outstanding and 4 are in progress.
18. Outstanding actions:  
Throughout the year prioritisation of actions within the OIP focused on the impact and risk profile within the organisation, ensuring that items of high priority are achieved within target timeframes. None of the outstanding actions are deemed to be critical.

## AREAS OF FOCUS:

19. The Health and Safety Team has been strengthening direct working relationships with other service teams and work streams throughout the year, for example:
  - Supporting the risk management of the HFRS hosted United Kingdom Recue Challenge;
  - Supporting the introduction of the Ultra High Pressure Lance and First Response Capability through active support in the risk assessment process;

- Advising the establishment of Prince Philips Barracks as a satellite training venue regarding risk management;
  - Attendance at Group Managers forums, Incident debriefs and other meetings.
20. Tracking of issues raised during Workplace Inspections and Health and Safety Audits has been improved throughout the year, resulting in the provision of a central database that ensures that all raised actions have an accountable person assigned to them and are tracked until completed. This will ensure:
- Transparency – stations can monitor the progress of their actions;
  - Accountability – all actions have an assigned responsible party;
  - Progression – all actions have target dates assigned and are monitored.

This will offer assurance that issues are resolved effectively by placing accountability at the heart of the process.

21. HFRS station audit format has been reviewed to improve the relevance of the audit question set and proactive indicators are those where safety events are reported before an adverse event occurred (preventative reporting), such as Near Miss and Cause for Concern reports. reactive indicators are where safety events are reported after an adverse event took place, such as injuries or policy/procedure violations.
22. A Legal Register has been developed that will allow the Health and Safety Team to consistently monitor HFRS compliance against key Health and Safety legislation identified as relevant. The first round of monitoring forms part of the OIP for the next year.
23. The Health and Safety Team has reviewed previous OIP's against arising issues and progress made and formulated a Health, Safety and Wellbeing Strategy for the next three years.

#### SAFETY EVENTS:

24. The Health and Safety Team reports regularly on proactive and reactive indicators through monthly and bi-annual reports to the Health and Safety Committee, Service management team and Group Managers. The reports contain detailed dashboards, which analyse these indicators and place them within the organisational context. All reports are accessible via the internal network or on request.
25. Proactive indicators are those where safety events are reported before an adverse event occurred (preventative reporting), such as Near Miss and Cause for Concern reports. Reactive indicators are where safety events are reported after an adverse event took place such as injuries or policy/procedure violations.

26. Proactive indicators allow organisational and personal learning to take place before an adverse safety event occurs and provide learning points that are of direct relevance to safety events. This makes it desirable to aim for a position where reported proactive indicators outweigh reported reactive indicators. It is impracticable to work towards defined margins, as this risks impacting on the unbiased and accurate reporting of safety events. The aim is for proactive indicators to outweigh reactive indicators by a significant amount.
27. Statistics indicate that we have an improving picture with injury reports making up 77% of all HS Events in 2015 with only 52% in 2017. There is also an improvement in Near Miss reporting, with only 20% of all events reported in 2015 and 47% in 2017.

HSMS positive indicator:		2015	2016	2017
<b>Total recorded events:</b>		144	163	<b>187</b>
- Total Injuries:		110	114	<b>98</b>
- Lost time injury		n/a	37	<b>29</b>
No lost time injury		n/a	77	<b>68</b>
- Near Miss & Cause for concern		29	45	<b>87</b>

28. The data shows that HFRS is making good progress towards a position where proactive indicators (near miss event reporting) exceed the number of reactive events (Injuries).
29. The data also indicates that significant progress has been made over the last two years. This progress is attributed in part to emphasising a culture that focuses on learning from incidents and safety events as opposed to focusing on the attribution of fault.
30. A further positive indicator is a reduction in lost time injuries compared to injuries with no lost time compared to the previous year. This implies that the number of serious or significant injuries is reducing. This may also be that as for near miss reporting, staff are more aware of the reporting process and the importance of reporting and investigation.
31. Safety event trends are monitored and in-depth examination is undertaken via focus reports where significant trends are identified. Where relevant these raise action points, concluding the process of deriving tangible improvements from the examination of proactive and reactive indicators.
32. Proactive indicators are followed up as part of our business as usual plan and work to address and improve the areas identified informs the Health, Safety and Wellbeing (HSW) Strategy.
33. The HSW Strategy focuses strongly on finding means to improve trends towards a culture where proactive indicator reporting is inherent to all work streams of the organisation and outweighs reactive indicators by a significant factor.
34. In addition, the introduction of the integrated Accident Management System (AMS) will enable HFRS to analyse underlying behavioural factors and root causes consistently and to a significantly improved standard.

35. The current analyses of root causes and behavioural factors indicates human factors to account for most events due temporary lapses in the application of policies and procedures.

## FORWARD PLANNING

36. HFRS will be presenting a 2017 - 2020 Health, Safety and Wellbeing Strategy to the Health and Safety Committee for approval. This strategy focuses on championing a common-sense approach to the management of risk.
37. The Health, Safety and Wellbeing Strategy sets clear objectives to achieve this. Each objective identified in the strategy is associated with clearly defined outcomes and Key Performance Indicators (KPI) to measure progress and success.
38. Key deliverables of the strategy are:
  - There is a competent workforce.
  - There is a positive health and safety culture.
  - There are firm links between the Health and Safety Team, Academy, Occupational Health and Human Resources Departments that produces effective management of injuries, ill health and wellbeing.
  - Set and attain key performance indicators.

## SUPPORTING OUR SERVICE PLAN AND PRIORITIES

39. Robust health and safety arrangements support our aim of being one of the best fire and rescue services in the country and supports our aim to make our communities safer and stronger.
40. The proposed Health, Safety and Wellbeing Strategy endorses and supports the Workforce Development Plan.

## CONSULTATION

41. The content of this report has been discussed with representative bodies and approved by the Health and Safety Committee. In addition; consultation took place with other stakeholders.

## RESOURCE IMPLICATIONS

42. The nature of an annual report, in presenting an account of events and processes, does not create specific resource implications that are not already considered within budgets elsewhere.

## LEGAL IMPLICATIONS

43. The nature of an annual report, in presenting an account of events and processes, does not create legal implications regarding human rights or inclusion/diversity legislation.
44. Besides the report being a policy requirement no legal implications are associated with the report.

## PEOPLE IMPACT ASSESSMENT

45. A People Impact Assessment has not been deemed relevant as the report is an account of events and processes.

## RISK ANALYSIS

46. The nature of the annual report, in presenting an account of events and processes, does not entail risk per se that would require the inclusion of a risk analysis.

## CONCLUSION

47. The HFRS concludes that good progress has been made in regard to addressing the agreed targets of the Objectives and Improvement Plan 2016/2017.
48. The analyses of proactive and reactive indicators evidences that HFRS is making progress in regard to behavioural safety and safety culture, which are essential to the effective management of health and safety.
49. HFRS is confident that the Health, Safety and Wellbeing Strategy, if implemented, will place HFRS in a strong, industry leading position, in regard to its HSMS.

## RECOMMENDATION

50. That the Annual Health and Safety Report here presented be endorsed by Hampshire Fire and Rescue Authority.