Safety and Risk Management
Annual Report 2014-2015

www.derbys-fire.gov.uk
Foreword

In Derbyshire Fire & Rescue Service, we recognise that our staff deliver our key objectives and a broad range of services to the public. The health, safety and wellbeing of all our staff is a priority, remaining under close scrutiny despite the financially challenging times in which we operate. To maintain this focus we operate policies and systems to ensure our workforce is developed and equipped to minimise the distress caused by injuries at work and work related illness. We are working hard to embed a culture that supports learning from accidents and near hits to reduce future risks.

It is very pleasing to see the progress the Service has made this year outlined in this annual report. I feel the culture towards Health and Safety is continuing to improve as result of everyone’s increased efforts to address safety across all departments. I would like to acknowledge and congratulate everyone for their commitment to this critically important aim. Our efforts have been further positively supported by representative bodies who have continued to engage in promoting the safety of all our employees and I would also thank them for their contributions this year.

We have seen a continued trend of reduction in accidents evidenced through improved returns for “recordable accident rate” and injuries have continued to show a general downward trend. Vehicle accidents are also showing a decrease which is indicative of the close and necessary focus on this particular risk following the two very serious accidents involving fire appliances responding to incidents.

However, it is also notable that reversing accidents have returned a small increase despite some considerable effort to eradicate these wholly preventable accidents. I remain confident that this year we can reduce reversing incidents if we continue to work together as a team to address them. My message is that reversing a fire appliance is a job for the whole crew not just the driver and the crew have to take some responsibility for this task to reduce the risk, it’s about team work.

I would like to thank all the teams in the organisation who have contributed to delivering the objectives of the plan to ensure Derbyshire Fire and Rescue Service personnel are committed to improving health and safety management on a continuous basis and look forward to another year of improvements.

Terry McDermott
Chief Fire Officer/Chief Executive
Derbyshire Fire & Rescue Service
Introduction

Derbyshire Fire and Rescue Service (DFRS) is committed to achieving the very highest standards of health and safety for all our employees and other persons, visitors and contractors. We strive for continual improvement and development of our safety and risk management system. This annual report is an opportunity to look back on the progress we have made throughout 2014/15.

An important part of safety and risk management is encouraging a positive culture, along with promoting good communication. We also ensure that we learn from our experiences, be this through accident investigation, near hit reporting or through the debriefing system.

In February and March 2015 we surveyed our workforce to gather information on the appetite towards safety within the organisation. The results of the safety climate survey are found within this report.

It was a busy year, where we focused on communicating safety messages through our safety and risk bulletin, the occupational health and safety noticeboards, and new training packages; we highlighted occupational road risk through ‘Drive to Arrive’; and updated our page on Fireview making it easier to find safety and risk information with a click on our new logo.

We also continued the work started the previous year to streamline our processes.

Some of the highlights of the year:

- Backchat event
- Safety climate survey
- Published 9 ‘report it to sort it’ reports highlighting accident trends and lessons learnt;
- Published 17 bulletins on a variety of topics;
- Moved towards electronic systems with risk assessments stored on Fireview;
- COSHH summary sheets were published on Fireview;
- A number of procedures were reviewed: H&S procedure; Fatal Accident, Serious Injury (FISA); Management of Occupational Road Risk (MORR); protective security; suspicious mail; corporate risk management; BA and other equipment failures; driving license checks;
- Corporate risk became a standing agenda item for SMG.
Looking forward, the Safety and Risk Management team are involved in supporting a number of projects with safety and risk advice, as the Service continues its work towards Service Improvement. This includes the move to a new joint Police and Fire headquarters in 2016. As the Service takes on new challenges, its safety and risk management system must adapt and improve to continue to deliver and ensure legal and moral obligations are met.

**About the Safety and Risk Management Team and the Safety and Risk Management System**

The Safety and Risk Management Team are based within the Executive Support Portfolio. The team’s responsibilities include providing an efficient and effective safety and risk management system for the Service; providing safety, risk, business continuity and protective security advice; promoting a positive safety culture; and, along with the Group Manager in Executive Support, ensuring the maintenance of operational assurance with regard to safety, business continuity and risk.

Working along with the Head of Safety and Risk Management, there is a Senior Safety Advisor, a Watch Manager, and a Risk and Safety Advisor. There is also an Administrator, who is a shared resource within Executive Support.

In order to fulfil our duties we operate a safety and risk management system based on the ’plan, do, check and act’ management system. This diagram provides a summary of how this works:

- **PLAN**
  - We maintain an effective safety and risk management system, proportionate to the risks.
  - We do this by planning what direction we want to go in through our strategy; and we highlight what performance indicators will help us to measure our success.
  - We use the Service’s Health and Safety Committee to discuss new ideas and promote the safety and risk management culture.

- **DO**
  - We ensure that all aspects of the Service’s work is risk assessed to ensure that we have proportionate control measures in place.
  - We work towards implementing our strategy.

- **CHECK**
  - We produce and update our risk profile of where our risks are.
  - We investigate the causes of accidents and near hits. What changes do we need to make?
  - We ensure and monitor where it will be useful.
  - We check what we said we’d do, is done.

- **ACT**
  - We review our performance by learning from accidents, near hits and experiences.
  - We ensure risk assessments, service instructions and plans are reviewed/revisited where required.
  - Our H&S annual report documents our review.
The framework for Safety and Risk Management

Our mission is ‘to develop and promote a safety and risk management approach that enable employer and employee to fulfil their statutory and moral obligations’.

We deliver this within the framework of Derbyshire Fire and Rescue Service: the Service plan 'Fit to Respond', our portfolio plan and Safety and Risk Management Strategy. The Service plan defines the priorities for the Service; the strategy highlights four key work streams; and the portfolio plan outlines our activities that contribute to these.

Diagram to show how the Safety and Risk Management mission statement, Strategy and Portfolio activities fit into the Service Plan

Making Derbyshire Safer

The Service Plan

‘Fit to Respond’

Service priorities

Our Safety and Risk Management Mission

To develop and promote a safety and risk management approach that enables employer and employee to fulfil their statutory and moral obligations

Safety and Risk Management Strategy work streams

Portfolio Development Plan activities

1. Design and deliver a health and safety and risk management training plan to include packages and seminars
2. Develop a strategy for the management of occupational road risk
3. Develop a series of audits to include the H&S policy/procedure and safety systems
4. Continue to develop systems to ensure that risks are reviewed to include general risk assessments; analytical risk assessment; corporate risk; protective security; and the implementation of STAR (personal risk assessment)
5. Produce a series of policies to ensure that the Service fulfils its statutory and moral obligations: violence; risk management; stress risk management

Support the organisation through change
Continue to improve our health and safety performance
Champion the health of the workforce
Develop operational safety

• Preventing fire and other emergencies
• Protecting people, property and the environment
• Responding to fire and rescue emergencies

Making Derbyshire Safer
Incident rate figure:

The recordable accident incident rate is a way of calculating non-fatal accidents that were reported to the Health and Safety Executive (HSE), divided by the number of employees and multiplied by 100,000. This figure is then compared with the figure in the Standard Industrial Classification (SIC) index. The classification for Fire and Rescue Services is 84.25 in the index.

<table>
<thead>
<tr>
<th></th>
<th>2012-13</th>
<th>2013-14</th>
<th>2014-15</th>
</tr>
</thead>
<tbody>
<tr>
<td>RIDDOR accidents</td>
<td>5</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>Divided by establishment (number of employees)</td>
<td>876</td>
<td>885</td>
<td>890</td>
</tr>
<tr>
<td>x 100,000</td>
<td>0.0057</td>
<td>0.0067</td>
<td>0.0044</td>
</tr>
<tr>
<td>= Incident rate figure:</td>
<td>571</td>
<td>678</td>
<td>449</td>
</tr>
</tbody>
</table>

Our Incident rate for 2014/15 is 449. This is lower than the last two years. It compares favourably with the average rate for Fire and Rescue Services, which is higher, at 1491.6. The rate for all industries is 371.5. This demonstrates that the Fire and Rescue Service, as a whole, has a higher rate of accidents than all of industry. It also shows that our rate is lower than the Fire and Rescue Service average, but is slightly higher than the rate for the whole of industry.
Review of safety performance

The table below compares the number of injuries reported during 2014/15 with those reported since 2009. Although there was an increase of three since the previous year, the overall picture is a downwards trend in reported injuries.

The number of injuries reported to the HSE as RIDDOR incidents (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) has decreased. A further breakdown of RIDDOR incidents can be found in the ‘Performance Dashboard’ section of this Annual Report.

Near hit reporting has increased but is still less than the peak number reported in 2009. The general rule of thumb is that there should be a greater number of near hits reported than injuries. Encouraging the reporting of near hits assists with the prevention of injuries as near hits can be investigated and dealt with before they cause injuries.

![Comparison of Injury & Near Hit Statistics](image)
An analysis of causes of accidents highlights that ‘being in contact with something fixed or stationary’ caused the most injuries within a single category (9 injuries). There were a number of injuries resulting from individuals bending down then standing up and making contact with stationary objects such as appliance doors.

**Manual handling injuries dropped to 5 injuries, which had previously been the highest category.**

The second highest category is ‘hit by moving, flying or falling object’ (6 injuries). These were a mixture of incidents, including abnormal weather conditions causing an awning to collapse on an individual. As well as appliance doors swinging and causing injury.

A breakdown of the sites of injury highlights that it is the leg, hand and back that are injured more frequently than other body parts. This is an understandable trend due to the physical nature of our operational work. We are however always looking at ways to reduce injuries.
Due to concerns regarding the number of muscular skeletal injuries we continue to have each year we held a joint campaign with Occupational Health called ‘BackChat’. This campaign was designed to highlight musculoskeletal disorders – mainly pertaining to the back, neck and shoulder. Within the week-long campaign information was emailed out to all employees, as well as posters and flyers used to highlight a variety of topics. These included stretches that could be done at the desk (‘deskercise’); driving back care; sleeping well and safe manual handling.

The campaign culminated in an exhibition at HQ which included stalls from outside bodies; Pilate’s taster sessions; and support from the Occupational health nurses and the Fitness advisor.

It proved to be successful and the benefits gained have been a marked downturn in musculoskeletal injuries over the last 6 months. From this event a Pilate’s class was held at HQ for 8 sessions where several individuals felt the benefit of this type of exercise.
A 9-minute video was also produced highlighting the importance of exercise and flexibility to prevent back injuries. This has had over 150 views since it was uploaded to FireView.

**Performance dashboard**

**Accident investigations signed off within 10 days**

We aim to have an investigation completed and signed off within 10 days. This indicator was designed to encourage accident investigators to examine the causation of an injury and ensure remedial measures are in place as soon as possible to prevent the accident from happening again. The performance indicator illustrates how well we did. This is a leading indicator, designed to identify where procedures are being followed.
We worked with the Data Management and ICT teams to make the Airsweb accident reporting system easier to access. Data Management set the system up so that it will generate daily automated emails. The system emails investigators and duty officers to remind them that there is an investigation that requires completion, and recommendations that need verifying.

**RIDDOR Incidents**

RIDDOR (Reporting of Injuries and Dangerous Occurrences Regulations) occurrences are collated within the Service. These provide us with a picture of what is happening in relation to types of adverse events. It is a lagging indicator.

RIDDOR occurrences are specific types of injury (considered to be 'major'); adverse events such as a breathing apparatus failure; or any injury occurring as a result of a work activity where an employee is on sickness leave for more than 7 days. Prior to 1st October 2013 the time scale was three days. The breakdown of RIDDOR occurrences has been compared to the previous two years:

<table>
<thead>
<tr>
<th></th>
<th>2012-13</th>
<th>2013-14</th>
<th>2014-15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over 3 days</td>
<td>5</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Over 7 days</td>
<td>-</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>BA failures</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Major injuries</td>
<td>-</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total RIDDOR</strong></td>
<td>5</td>
<td>6</td>
<td>4</td>
</tr>
</tbody>
</table>

A brief breakdown of the 4 RIDDOR incidents that were reported in 2014-15 is as follows:

- An individual took a short cut across a wooded area during an exercise and stepped over some logs, they gave way resulting in a fractured leg. This is categorised as a major injury.

- Whilst in attendance at a vehicle trailer fire a firefighter bent over to look underneath the trailer and in standing upright felt a ‘twinge’ to their lower back. This resulted in them being on sick leave longer than 7 days.

- Whilst undertaking a ladder drill the ladder became unstable and a firefighter attempted to correct the pitch resulting in shoulder pain, and they were on sick leave longer than 7 days.

- On attending station for a fire call the individual slipped on oily residue on the appliance bay floor. The resulting injury meant they were absent for more than 7 days.
Near hits

The performance indicator for near hit reporting reveals that the number of near hits reported has increased. The team has used different methods of communication as well as reviewing the mechanisms of reporting in order to raise the profile of near hits. A small number of near hits are also reported via the debriefing system (The DB1 form).

<table>
<thead>
<tr>
<th>Monthly Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target</td>
</tr>
<tr>
<td>Prev Year</td>
</tr>
</tbody>
</table>

Cumulative Performance (by month)

| Target | 3 | 5 | 11 | 15 | 20 | 21 | 23 | 28 | 33 | 34 | 36 | 38 |
| Prev Year | 1 | 2 | 6 | 9 | 13 | 15 | 18 | 20 | 24 | 24 | 25 | 25 |

The issue behind the near hits that were reported has been analysed to determine the types of problems that occurred. The breakdown can be found in the chart below:

It reveals that the majority of near hits are equipment related, and the next category involves human error.
Communication

We appreciate the need for regular communication. During 2014/15 we published 9 ‘Report It 2 Sort It’ reports in the weekly information sheet (WIS).

The aim of this publication is to communicate the number of injuries that have been reported along with vehicle accidents and near hits. The purpose is to encourage the reporting of injuries and near hits and to explain the relevance of reporting and what we learn from doing so.

17 Safety and Risk Management bulletins were also published during this period. These covered a range of topics. They are also available on the Safety and Risk Management page on Fireview.

The occupational health and safety noticeboard was also used to promulgate information. During 2014/15 we developed the use of hyperlinks so that posters could be printed from a picture on the Health and Safety Committee fireview page. The noticeboard is altered on quarterly basis to take into consideration the seasons and the affect they may have on the Service.

The diagram below is an example of how injuries were summarised for 2014/15 and sent out in a S&RM bulletin.
In 2014-15 we had 6 reported head injuries. That is an **increase** on the previous year where 3 were reported.

In 2014-15 we had 2 reported eye injuries. That is a **decrease** on the previous year where 4 were reported.

In 2014-15 we had 1 reported face injuries. That is the **same** as the previous year where one was reported.

In 2014-15 we had no reported upper arm including elbow injuries. That is the **same** on the previous year where none were reported.

In 2014-15 we had 9 reported back/spine injuries. That is a **decrease** on the previous year where 12 were reported.

In 2014-15 we had 2 reported wrist injuries. That is an **increase** on the previous year where none were reported.

In 2014-15 we had 7 reported leg injuries. That is an **increase** on the previous year where 4 were reported.

In 2014-15 we had 4 reported multi injuries. That is an **increase** on the previous year where none were reported.
**Vehicle statistics**

**Vehicle Accident Statistics for April 2014 – March 2015**

The total number of accidents in 2014/15 was 57. **This is a reduction of 24% on the previous year.**

The table below shows a comparison of accidents for 2013/14 to 2014/15 and the % change.

<table>
<thead>
<tr>
<th></th>
<th>No of Accidents</th>
<th>Not on Blues</th>
<th>Reversing</th>
<th>Hitting Stationary Objects</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013/14</td>
<td>75</td>
<td>60</td>
<td>10</td>
<td>33</td>
</tr>
<tr>
<td>2014/15</td>
<td>57</td>
<td>49</td>
<td>14</td>
<td>35</td>
</tr>
<tr>
<td><strong>Change +/-</strong></td>
<td><strong>-24%</strong></td>
<td><strong>-18%</strong></td>
<td><strong>+40%</strong></td>
<td><strong>+6%</strong></td>
</tr>
</tbody>
</table>

DFRS was successful in lowering the number of accidents throughout 2014/15, however the number of reversing accidents and collisions with stationery objects increased compared to the previous year.

The statistics include all vehicles within the fleet: water ladders, special appliances, officer cars and pool vehicles. This is a total of 260 vehicles.

9 accidents took place whilst an operational vehicle was on a blue light response, and 48 occurred when not on a blue light response. Thus 82% of vehicle accidents occurred when the vehicle was not responding.

Out of the 57 accidents, 14 were reversing. This is 24%.

35 accidents (60%) involved the vehicle hitting a stationary object.

The vehicle accident sub group met twice in 2014 to discuss vehicle accident statistics and make suggestions for the reduction of accidents.

A Collision Monitoring System was developed to evaluate the severity of accidents. This provides a framework for monitoring those drivers involved in accidents and allows for the appropriate follow up with individual drivers where required.

Following on from the Bakewell water ladder accident (March 2014) and the Buxton aerial ladder platform accident (August 2014) a ‘Drive to Arrive’ campaign began where information is promulgated on Fireview to promote good driving behaviour. A training package on vehicle manoeuvring was also produced for Ignis, our e-learning portal.
Operational Safety

A new safe system for dealing with asbestos was developed jointly by the Chief Fire Officers Association and the HSE. This involved the introduction of dry decontamination for DFRS. New equipment was purchased in the form of a vacuum cleaner with specific filters for use with asbestos. The system for dry decontamination was tested at Kingsway. New guidance, a risk card and training package were developed by Response Policy and Learning and Development with support from S&RM.

A form was also developed that could be used to hand over information on asbestos to officers coming onto an operational incident. It is also used to hand over information on other hazards; this includes alerting owners and duty holders of hazards on premises at an operational incident.

Research was carried out on the way appliances fend off at operational incidents. This resulted in an increase in the number of cones carried on water ladders, and the change from amber flashing lights to blue.

Safety Climate Survey

This was carried out as an on-line survey between February and March. The aim of the survey was to gather information on the appetite towards safety within the organisation. 85 responses were received.

Roles of those who responded:
The survey covered organisational commitment; health and safety behaviours; health and safety trust; procedures/operational guidance; engagement; peer group attitude; health and safety resources; and accident and near hit reporting.

65% of those who responded agreed that there was good communication about health and safety. 5% disagreed.

50% agreed that management always acted quickly over health and safety concerns. 16% disagreed. Two questions had interesting responses: ‘line managers rarely check that their staff are working safely’ (53% disagreed) and ‘I do not think my line manager does enough to ensure health and safety (76% disagreed). Both of these responses show positive results towards the culture of health & safety within the Service.

63% said that all the people who worked in their team were fully committed to health and safety.

The survey raised the issue of the relationship of health and safety and discipline. 24 (29%) (16 of which were operational respondents) agreed that H&S is used as a disciplinary tool. Out of all respondents, 32 (39%) disagreed. This could be as a result of the two vehicle accidents that resulted in disciplinary procedures. 7 people disagreed that the organisation cares about the health and safety of the people who work here.

When asked to add comments, those responding made observations on a variety of subjects:

- Manual Handling and the benefit of training to minimise the possibility of injury;
- Health and safety is embedded;
- The importance of change management was raised;
- Airswin – the electronic accident reporting system – is not considered to be user friendly;
- More onus needed on managers to manage the incident safely without worrying too much about H&S policies;
- Put more focus on individual responsibility – health and safety belongs to everyone, not just management.

From the survey we learnt that:

- We need to change the view held by some that there are too many health and safety procedures. We will do this through promoting the use of guidance and risk cards as aides to dealing with unexpected situations;
- We need to change the view that accident investigations are mainly used to identify blame;
- By responding quickly to near hit reports and accident investigations we can show that improvements do come about through reporting;
- We need to highlight the proactive work we do to bring about safety improvements;
- We need to get managers talking to their teams about health and safety;
Progress against our portfolio action plan

The portfolio development plan for Executive Support April 2014 – March 2015 contained 5 activities for the Safety and Risk Management Team. Here is a summary of what we did:

1. Design and deliver a health and safety and risk management training plan to include packages and seminars
   - Packages were added to Ignis on Risk Management; accident investigation; risk assessment; and business continuity. Questions were produced so that packages could be assessed.

2. Develop a strategy for the management of occupational road risk
   - ‘Drive to arrive’ was introduced, and became repository on fireview that is used for information on driving, the Highway Code and other items of interest.

3. Develop a series of audits to include the H&S policy/procedure and safety systems
   - A system for auditing was drafted and work will continue to development it in the coming months.
   - We worked with other H&S teams from across the region through the CFOA group (Chief Fire Officer Association) to develop a review of our management of occupational road risk (MORR)

4. Continue to develop systems to ensure that risks are reviewed to include general risk assessments; analytical risk assessment; corporate risk; protective security; and the implementation of STAR (personal risk assessment)
   - Managers were reminded to review risk assessments for their teams (HS01s) and support offered;
   - A training package to introduce STAR (personal risk assessment) was produced;
   - A review was begun for generic risk assessments for operational incidents;
   - DSE self-assessment form was introduced;
   - A gap analysis was carried out against the Fire and Rescue Service’s Protective Security strategy mandatory requirements;
   - Visits were made to stations and departments to assist with the production of business continuity plans so that by March 2015 100% plans were in date;

5. Produce a series of policies to ensure that the Service fulfils its statutory and moral obligations: violence; risk management; stress risk management
   - Stress was dealt with by the People and Wellbeing team, producing a collection of information on fireview;
   - The Service Procedure on Corporate Risk Management was reviewed, showing how bowtie analysis are used to identify corporate risk hazards and mitigation;
A look forward

Taking the opportunity to review where we have been helps us to identify what we need to do in the future. This enables us to develop our safety and risk management system, and improve communication about safety and risk management. Our plans for 2015-16 include:

- We intend to look at how safety and risk management training packages can be promoted;
- We will challenge the use of specific packages such as DSE and manual handling;
- We will remind all individuals of their personal responsibility for having an up to date DSE self-assessment and for their responsibility to carry out training on subjects such as DSE and manual handling;
- We will continue to work with the Region on further reviews of key subjects;
- We will find ways to encourage managers to discuss safety and risk management with their teams.
- We will improve AIRSWeb (accident reporting system) to make the interface easier to use, and thus make general incident reporting more straightforward.