



LONDON FIRE BRIGADE

Decision title

## Annual Monitoring of Health and Safety Performance 2018-19

Recommendation by  
Assistant Director, Health and Safety

Decision Number  
LFC-0199-D

Protective marking: **NOT PROTECTIVELY MARKED**

Publication status: Published in full

### Summary

Report LFC-0199 is the Health and Safety update and monitoring report for the year 2018/19, which also includes Q3 and Q4 specific commentary. The report covers performance against a number of key health and safety indicators and measures.

### Decision

The London Fire Commissioner receives the annual monitoring of Health and Safety performance 2018-19 report.

Dany Cotton QFSM  
London Fire Commissioner

Date 7-8-19

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LONDON FIRE BRIGADE

Report title

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## Annual Monitoring of Health and Safety performance 2018/19

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Report to

Commissioner's Board

Date

3 July 2019

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Report by

Assistant Director – Health and Safety

Report number

LFC-0199

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### Summary

This is the Health and Safety update and monitoring report for the year 2018/19, which also includes Q3 and Q4 specific commentary. This report covers performance against a number of key health and safety indicators and measures.

### Recommended decision(s)

That the Commissioner's Board notes the report and the contents of Appendix 1 and 2.

### Introduction

1. This is the 2018/19 monitoring report. The report provides data on performance, as well as a commentary on the key performance indicators. A detailed breakdown of data from safety events can be found in appendix 1.
2. The report also includes an update on:
  - preventive initiatives and interventions;
  - premises audit;
  - occupational health;
  - workforce liaison (health and safety committees);
  - compliance and liaison with the Health and Safety Executive (HSE); and
  - health and safety training.
3. The report also includes information on leading indicators of health and safety performance; these can be found in appendix 2 of this report.

## Performance monitoring

4. Information on 2018/19 performance for the three corporate performance indicators is set out in table 1, with comparative data for 2016/17 and 2017/18. The five year trend indicator reflects the change in performance since 2014/15. For greater clarity, targets are displayed for all indicators, and performance for 2018/19 is colour (RAG) coded to show achievement against the normal target (see key below Table 1).

Table 1 – corporate key performance indicators

	2016/17	2017/18	2018/19	Target 2018/19	Trend over 5 yrs
				normal	
CO 11: RTCs involving Brigade vehicles	499	465	495	460	◀
CO 12: Injuries from operational incidents	135	208	159	135	▼
CO 13: All RIDDOR <sup>1</sup> injuries	73	82	75	99	▼

<b>KEY</b>	<b>Performance</b> Green – on target	Amber – within 10% of target	Red – more than 10% outside target
<b>Trend</b>	▲ Numbers increasing, good performance trend	▼ Numbers decreasing, good performance trend	▼ Numbers decreasing, poor performance trend
	▲ Numbers increasing, poor performance trend	▼ Numbers decreasing, poor performance trend	◀ No discernible trend

## Performance highlights – corporate indicators

5. In the long term there has been a reduction in RIDDOR<sup>1</sup> injuries to staff, which has been sustained over several years. The number of road traffic collisions (RTCs) has remained relatively static over the last 5 years and there has been an increase in RTCs when compared with 2017/18, which has resulted in the reducing target not being met. The annual performance target for injuries sustained at operational incidents is also not being met despite an improvement over last years figures and a general reduction over 5 years. More detailed information for the key indicators for 2018/19 is set out in appendix 1, but highlights are as follows:
- the total number of **RTCs involving Brigade vehicles** (495) indicates the annual performance target is not being met and performance has been relatively static over the last 5 years;
  - the **injuries from operational incidents** figure has decreased during 2018/19 (159); it is currently over the target but the long term trend indicates a reduction in the number of injuries at operational incidents, and
  - the number of **RIDDOR injuries** (75) is a reduction when compared to the outturn for 2017/18, and it is well below target (99). See appendices 1E and 1F for further detail.

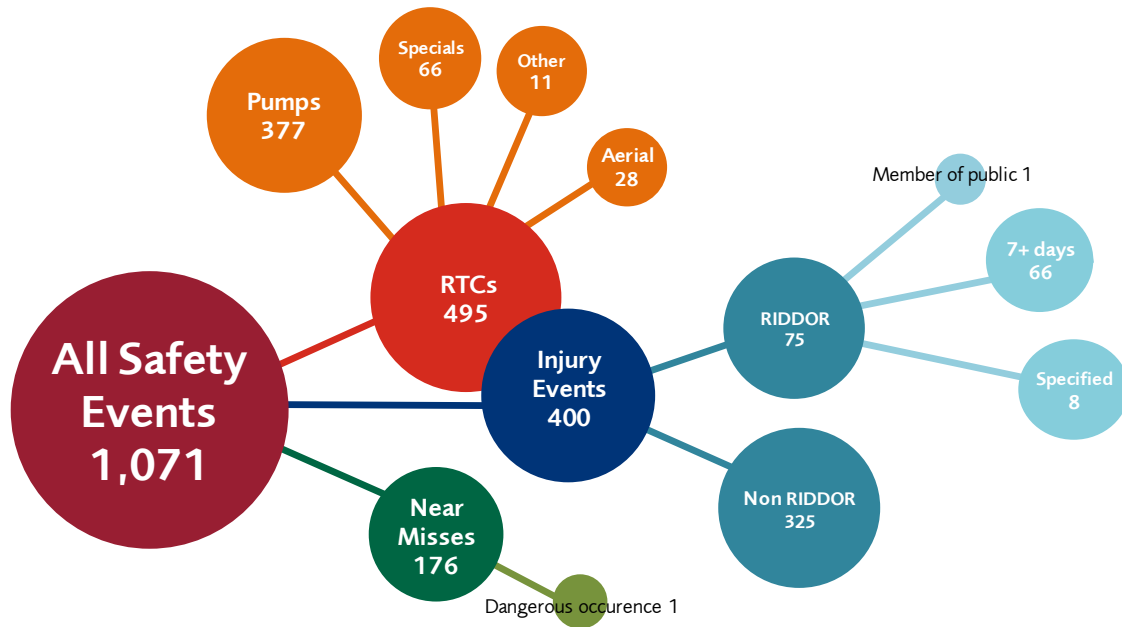
## Safety events overall

6. The total number of safety events for 2018/19 was 1,071 (more details in appendix 1A), and this shows a reduction when compared to the same period last year. The long term trend is a

<sup>1</sup> Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013

continuation of the reduction in the number of recorded events over the five year period from April 2014/15.

7. The overall number of personal safety events (including near-misses) for 2018/19 is 576 (more details in appendix 1A and 1H). Of this total, 400 (69%) involved some form of personal injury and 176 (31%) were near misses.
8. All safety events for 2018/19 broken down by type and showing the relationship between different types of event, are shown in the graphic below.



### RTCs involving Brigade vehicles

9. Of the 495 RTCs recorded during 2018/19, 287 (58%) occurred in non-emergency situations (further data in appendix 1D) and 377 (76%) involved pumping appliances (further data in appendix 1C). Officer cars accounted for 13 (3%) of the RTCs.
10. The RTC figures do not just include those incidents involving front line pumping appliances but all brigade vehicles, including specials, aerials and officer cars (including leased cars).
11. Injuries that occur in road traffic collisions are classified separately to other injury events in this report because they are excluded from the requirements of RIDDOR. During the period, 10 injuries occurred to brigade staff as a result of 9 road traffic collisions. This is a 66% reduction when compared to the 30 injuries to staff from road traffic collisions in 2017/18. There was an increase in the number of injuries to members of the public in road traffic collisions involving Brigade vehicles; 12 events were recorded in 2018/19 compared to 6 in 2017/18.
12. It is estimated that there are 1.3 million vehicle movements per annum (pump and pump ladder). When divided by the data for the number of RTCs just involving pumps and pump ladders (377) it equates to approximately one collision in every 3,448 vehicle movements.
13. When RTCs are compared by operational area it is evident that there is some difference, with the North East area having the highest number of vehicle events in the period. These differences are not as prominent when the RTCs are translated into a rate (RTCs per vehicle) although there is still a slightly increased rate in the South East and North East. The table below shows the vehicle event data by area for 2018/19:

Operations – Area	Number of vehicle events	Events per vehicle
Operations – NE area	123	2.3
Operations – NW area	120	1.9
Operations – SW area	113	1.8
Operations – SE area	104	2

14. Specifically during Q3 and Q4 2018/19, there were 214 RTCs, of which:
- 162 involved pumping appliances (further data in appendix 1C); and
  - 119 (55%) occurred in non-emergency situations (further data in appendix 1D).

### Injury events

15. Injury events are all those events that result in an injury to staff or a member of the public (where the injury was caused by Brigade's undertaking).
16. During 2018/19, 400 injuries were reported (further data in appendix 1A), of which 75 injuries (19%) were reported as RIDDOR injuries to the HSE (further data in appendix 1E).
17. 42 RIDDOR events occurred at operational incidents during the period (further data in appendix 1H). The principal causes for personal injuries during operational activities over the period were:
- **Slip/trip/fall**
    - Total injuries = 36 injuries
    - **RIDDOR reportable = 16 injuries**
    - Non-RIDDOR or No lost time injuries = 20 injuries
  - **Manual handling**
    - Total injuries = 43 injuries
    - **RIDDOR reportable = 7 injuries**
    - Non-RIDDOR or No lost time injuries = 36 injuries
  - **Struck by moving objects**
    - Total injuries = 18 injuries
    - **RIDDOR reportable = 10 injuries**
    - Non-RIDDOR or No lost time injuries = 8 injuries
  - **Exposure to heat/fire (includes burns and heat exhaustion)**
    - Total injuries = 16 injuries
    - **RIDDOR reportable = 2 injuries**
    - Non-RIDDOR or No lost time injuries = 14 injuries
  - **Strike against fixed/stationary object**
    - Total injuries = 7 injuries
    - **RIDDOR reportable = 1 injuries**
    - Non-RIDDOR or No lost time injuries = 6 injuries
  - **Injuries during RTCs enroute to operational incidents (Note: RIDDOR does not generally apply)**
    - Non-RIDDOR or No lost time injuries = 10 injuries

18. There was a 8% reduction in the number of injuries reportable under RIDDOR in 2018/19 when compared to 2017/18. This figure is well below the target of 99 events set for the year.
19. The overall number of injuries reported (400) has reduced by 7% when compared to the previous year during which 426 injury events were reported. RIDDOR events represent 19% of all injury events.
20. The table below shows the RIDDOR injury event data by operational area for the last five financial years.

	2014/15	2015/16	2016/17	2017/18	2018/19	2014/15	2015/16	2016/17	2017/18	2018/19	Trend over 5 years
	RIDDOR Numbers					RIDDOR Incidence rate					
<b>North East</b>	36	33	14	17	20	2,956	2,900	1,312	1,614	1,986	▼
<b>North West</b>	40	20	22	28	17	3,132	1,629	1,809	2,366	1,395	▼
<b>South East</b>	32	24	15	24	18	2,756	2,123	1,363	2,247	1,643	▼
<b>South West</b>	19	14	16	12	17	1,806	1,384	1,612	1,228	1,722	▼
<b>Average</b>	32	23	17	20	18	2,697	2,009	1,524	1,798	1,686	▼

21. From the table it is apparent that there has been a general reduction in the number of RIDDOR injuries over the last 5 years. The overall number of RIDDOR events and the incidence rate has decreased over the last 5 years.
22. The RIDDOR incidence rate is the number of injuries reportable under RIDDOR that have occurred in a year, and is expressed as a rate per 100,000 employees. It is calculated as follows:
  - $\text{RIDDOR incidence rate} = (\text{number of injuries reportable under RIDDOR in a year} / \text{number of staff}) \times 100,000$
23. The RIDDOR incidence rate, expressed per 100,000 workers, is the commonly accepted rate that the HSE use for their statistics and as such will allow for comparison with other industries and other fire and rescue services.
24. Remedial and preventive measures have been introduced following investigations and, where relevant, information has been provided to the Operational Review Team (ORT), which works closely with health and safety staff. Information from health and safety investigations is used to inform the operational improvement process and in the production of Operational News.

### Near misses

25. The number of near misses reported during 2018/19 (176) is slightly lower than the number reported the previous year (see appendix 1H). The figure for the year 2017/18 was inflated by the number of events reported during the Grenfell Tower incident during which 50 near misses were reported. There has been a small improvement in near miss reporting in Q4 of 2018/19.
26. Whilst there is evidence that reporting of near misses has increased in the last 2 years (see appendix 1I for further details) near miss reporting should continue to be encouraged as it helps identifying the potential for injury early. Near miss reporting is important to the Brigade because the sequence of events that lead up to a near miss is usually the same as those which result in an injury. The reporting of near misses allows managers to determine whether there is a trend, a further training need, a required improvement in personal protection or an equipment deficiency.

An increase in near miss reporting is considered as positive, because emerging trends can be identified and managed proactively before they cause an injury or damage.

27. More work has been done to further encourage the reporting of near misses. A streamlined process for reporting near misses was introduced in October 2018 as part of the release of the new safety event reporting software. The Health and Safety team have specified a shorter and more user friendly near miss reporting tool to allow near miss reporting by all staff directly to the safety event database (anonymously if they choose to do so) and this should further promote near miss reporting. Results are encouraging and an increase in numbers was observed in Q4 2018/19.

### Leading indicators

28. Leading indicators provide information to help the Brigade respond to changing circumstances, and take actions to achieve desired outcomes or avoid unwanted outcomes. They also help improve future performance by promoting action to correct potential weaknesses without waiting for demonstrated failures. Leading indicators can provide a more realistic picture of health and safety performance and can be used positively to both reinforce health and safety improvement and to increase the visibility of health and safety effort.
29. More detailed information for the leading indicators are set out in appendix 2 but the highlights are as follows:
  - The health and safety team has not reported on **local accident investigations** for the last two quarters of 2018/19 as adjustments to the newly released safety events reporting system (Sphera) are currently being made (See appendix 2B); and
  - for **risk critical training**, data shows that the number of middle and supervisory managers who require refresher incident command training has increased and the number of staff requiring breathing apparatus has decreased during the Q3 and Q4 2018/19 period (See appendix 2A).

### Preventive initiatives and interventions

30. The Health and Safety department continue to work on a range of preventive initiatives and interventions, including:
  - **Reducing risk from 'contaminants'**. In conjunction with Operational Policy the Health and Safety department has issued guidance reemphasising existing control measures or introducing new risk control measures to minimise the risks to staff from contaminants (i.e. the toxic/volatile products of combustion) through inhalation or absorption. The majority of risk control measures currently focus on the principles of hygiene/cleanliness (personal, clothing/PPE and equipment) and the correct use of respiratory and personal protective equipment. In collaboration with the Wellbeing team the Health and Safety team is also coordinating the Brigade's participation in research to better understand the risks from contamination, which may lead to improved or additional control measures. Work in partnership with Bureau Veritas on an incident ground monitoring programme has also been carried out during the period. The aim is to assess officers' exposure to the by-products of combustion when attending fire incidents. A pilot survey with fire investigation officers is due to start during Q2 2019/20.
  - **Belt Up! Campaign**. A safety campaign to encourage firefighters to wear their seatbelt when riding fire appliances was released during the period. It included a short film with messaging to promote the wearing of seatbelts and posters which are to be displayed on fire stations. These initiatives were designed to demonstrate the benefits of wearing seatbelts and to reduce the number and extent of injuries to firefighters when involved in road traffic collisions.

- **Monitoring of Brigade drivers' exposure to diesel fumes.** In collaboration with Kings College the Brigade took part in a study to assess Brigade driver's exposure to diesel emissions during 2018/19. The study involved 20 fire appliance drivers carrying a small personal issue air pollution monitor for four consecutive days. The purpose of the research is to identify what conditions lead to the highest exposure levels and the results will be used to develop guidance on how to reduce drivers' pollution exposure. Once completed, Kings College will provide a report which should be made available during Q2 2019/20.
- **Improving food safety and kitchen hygiene standards.** To make sure that the food prepared on fire stations is safe to eat and that the Brigade complies with the current food safety legislation, a food safety training package for all station-based personnel was made available to station-based personnel in August. It follows the Food Standards Agency's level 2 food hygiene training and meets the requirement of the Food Safety Act 1990 and Regulation EC 852/2004. There is also a module providing guidance on health and safety in kitchens.
- **Identification and assessment of risks at fire stations.** The health and safety team carries out visits to fire stations to assess the risks associated with the use of the gym and gym equipment and to conduct station slips and trips risk assessments. The reports produced assist station managers in highlighting the areas of concerns and providing recommendations for improving premises safety standards.
- **Analysis of statistics and identification of risk trends.** Risk trends, and relevant policy and risk controls, are communicated to staff through Operational News publications and dedicated monthly reports for the Area DACs.

## Health and safety premises audits

31. The integrated Health, Safety and Environmental premises audits represent one of LFB's established leading indicators.
32. The auditing process, including the question set, were reviewed and a new audit format using the audit system provided by Sphera was developed. The system enhances premises health and safety auditing and streamlines the production of audit reports. No audits were completed during the first two quarters of 2018/19. A pilot of the new audit system began during Q4 2018/19 and 11 fire stations were audited during the period. A new audit cycle will begin in Q1 2019/2020 during which all Brigade premises will be audited.
33. The health and safety team have continued to review some high risk issues/areas in our stations while the audit tool is under review. During the period, premises slips and trips risk assessments and gym risk assessments were conducted. It involves a full site inspection during which hazards are identified and reported to the station manager and borough commander so that remedial actions can be taken. The gym risk assessments mainly highlight that non-maintained/non-Brigade gym equipment is being used in several fire stations and that gym equipment is sometimes found in various areas of the station such as the appliance bay.

## Occupational health

34. The health and safety team continue to work closely with the occupational health provider of the Brigade (Health Management Ltd (HML)). The process of introducing the Chief Medical Officer to the different occupational working environments of operational staff has developed into arranging for a number of clinicians from the OH team to view the operational equipment used by the Brigade along with discussions with trained operatives. This is to increase the HML team's



awareness of our equipment, procedures and working methods, which should enable them to give more pertinent advice to the Brigade and patients.

35. The process of referring some members of staff to HML who have suffered injury due to workplace accidents within the first few days after the injury continues. This allows the Brigade to ensure the welfare of an injured employee is being attended to correctly as soon as possible as well as facilitating the earliest possible return to full duties.
36. The health and safety team continue to participate in giving health and safety opinion in Medical Panel meetings, which considers the health issues that could impact on abilities to undertake the role of an operational member of staff as well as new recruits who present with pre-existing medical issues. The increased number of new recruits has resulted in an increase in 'medical panel' referrals, where the specialist health and safety input helps assess and manage the risk of potential new employee's with pre-existing medical conditions that may preclude them from having a successful career with the Brigade from becoming a liability at a later stage.
37. Attendance at more specialist medical meetings is also taking place on a regular basis, the most recent being a presentation by orthopaedic consultants about knee replacement surgeries. This sort of work is particularly useful while preparing for the increasing average age of firefighters. The health and safety team also continue to attend and input into the 'due to service' injury panel meetings.
38. The health and safety department continues to provide specialist advice into the Occupational Health arena. The new 'Enhanced Routine Medical's' are now being provided to ensure that employee's in higher risk scenarios have more in-depth health screening to ensure their work stream or individual health circumstances are not exposing them to unacceptable risk factor's. As this process becomes embedded it is expected that other higher risk groups will be able to take advantage of the enhanced medicals.

### **Workforce liaison (Brigade Joint Committee for Health, Safety and Welfare, BJCHSW)**

39. Throughout the 2018/19 year Brigade Management have continued to meet regularly with staff side safety representatives regarding health and safety issues relating to operational policies and procedures as well as the introduction of new equipment and initiatives. Consultation has taken place through the scheduled BJCHSW meetings as well as through a large number of side meetings which provide a greater opportunity for more detailed analysis and discussion of issues with responsible officers outside of the main BJCHSW committee meeting.
40. In total the committee opened 34 new items in the year and closed 38. An example of some of the policies opened and closed in the year include Breathing apparatus and Home Fire Safety Visits. Other initiatives that were discussed in the year include Fire Escape Hoods, new aerial appliances, driver training and flood rescue equipment. Overall it was a productive year which compares favourably to the previous year where 44 items were opened but only 18 items were closed.

### **Compliance and liaison with the Health and Safety Executive (HSE)**

41. The Health and Safety team has had no specific contact with the HSE in 2018/19. The HSE conducted inspections of 6 Fire and Rescue Services in the latter half of 2018/19. At the time of writing the HSE have not provided and detail on the outcome of the inspections. Further detail is expected in Q1 2019/20.

### **Changes to health and safety legislation**

42. HSE continue to identify statutory instruments that can be revoked and make alterations and improvements to existing regulations. The health and safety team take the lead on assessing these changes for their potential impact on the Brigade.
43. There were no significant changes to the legislation relevant to the Brigade during this reporting period.

### **Health and safety training**

44. The Health and Safety team take an active role in monitoring the health and safety performance of the training provider, which is achieved through regular meetings with Babcock Training's Health and Safety Advisor, monitoring of any safety events that occur at Babcock-delivered training events and via specific items in contract management/oversight meetings.
45. The health and safety team are carrying out a wider review of the strategy for delivering manual handling and safety event investigation training to all staff. A CBT package for safety event investigation has been developed in the year and this will be piloted in Q1 2019/20 prior to a roll out to operational staff.

### **Conclusions**

46. For 2018/19, performance on the key indicators showed that:
  - CO 11:** RTCs involving Brigade vehicles has increased and was amber status at the end of the period (actual - 495 and target - 460);
  - CO 12:** the injuries from operational incidents target is not currently being achieved (actual - 159 and target - 135), and
  - CO 13:** the all RIDDOR injuries total is being met and is well below the target (actual - 75 and target - 99).

### **Finance comments**

47. The Chief Finance Officer has reviewed this report and has no comments.

### **Workforce comments**

48. No specific consultation with the workforce has been undertaken in the preparation of this report. The report is made available to trade unions via the Brigade's Committee for Health, Safety and Welfare (BJCHSW) following approval.

### **Legal comments**

49. This is a performance monitoring report for noting only, therefore no direct legal implications arise.
50. The London Fire Commissioner is under a statutory duty to comply with the Health and Safety at Work etc. Act 1974 ('the Act'). Section 2 of the Act imposes a general duty on the employer to 'ensure, so as is reasonably practicable, the health, safety and welfare at work of all of his employees.' This general duty extends (amongst other things) to the plant and systems of work, the provision of information, instruction, training and supervision, and to the provision and maintenance of a working environment that is, so far as reasonably practicable, is safe, without risks to health, and adequate as regards facilities and arrangements for welfare at work.
51. In accordance with Section 2(6) of the Act, it is the employer's duty to consult any such representatives with a view to the making and maintenance of arrangements which will enable him and his employees to co-operate effectively in promoting and developing measures to ensure the health and safety at work of the employees, and in checking the effectiveness of such measures.
52. The work undertaken and described in this report discharges the aforementioned duty and contributes towards the London Fire Commissioner's compliance with other obligations set out in the

Act and subordinate legislation made under it. Measuring performance on Health and Safety matters also enables the Brigade remain efficient and effective.

### Sustainability implications

53. Health, safety and wellbeing is one of the five themes under the Brigade's sustainable development framework. This report is consistent with the objective under the Sustainable Development Strategy 2016-20 (FEP 2580) to 'protect and promote the health, safety and wellbeing of our staff' through business as usual activities detailed in the report, and the monitoring of performance data to reduce the impact of days lost to safety events.

### Equalities implications

54. This report is consistent with the Brigade's employment aims under the Diversity Policy to behave in a professional manner and impose professional standards on our staff. Monitoring and managing the impact of safety events enables the Brigade to develop a workforce that is well trained, motivated and respectful to one another. This will not only help us to provide more responsive services, but it will also help to build confidence in each community of a professional and representative workforce.

### List of Appendices

Appendix	Title	Protective Marking
1.	Performance against a number of key indicators for 2018/19	Not Protectively marked
2.	Leading indicators for 2018/19	Not Protectively marked

### Consultation

[Note: this section is for internal reference only – consultation information for public consideration should be included within the body of the report]

Name/role	Method consulted
SADB	Meeting (5th June)

## APPENDIX 1

### **All safety events**

Appendix 1A – All safety events	12
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### **Vehicle events**

Appendix 1B – RTCs involving Brigade vehicles (CO 11)	14
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Appendix 1C – RTCs - type of Vehicle	17
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Appendix 1D – RTCs – on/off 'Blue Light'	19
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### **Personal events**

Appendix 1E – All RIDDOR injuries (CO 13)	21
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Appendix 1F – RIDDOR events – severity Level	24
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Appendix 1G – Injury events – top 2 causes	26
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Appendix 1H – Injuries from operational incidents (CO 12)	28
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Appendix 1I – Near Misses	30
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# All safety events

**ALL EVENTS (rolling 12 month figures)**

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2014/15	1,158	1,146	1,151	1,141	1,145	1,189	1,162	1,139	1,123	1,147	1,088	1,080
2015/16	1,044	1,033	1,024	1,007	997	973	994	990	990	956	967	979
2016/17	993	1,008	1,001	1,014	1,027	1,025	1,007	1,008	1,019	1,035	1,035	1,016
2017/18	1,014	985	1,073	1,070	1,043	1,050	1,045	1,081	1,071	1,057	1,066	1,074
2018/19	1,067	1,116	1,031	1,063	1,092	1,086	1,093	1,053	1,058	1,078	1,069	1,071

**INJURY EVENTS (rolling 12 month figures)**

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2014/15	440	444	457	468	474	493	469	472	466	476	451	448
2015/16	429	427	409	387	378	359	367	352	352	328	330	343
2016/17	343	344	345	360	367	368	370	370	370	375	380	366
2017/18	372	364	406	400	392	400	397	423	423	420	430	426
2018/19	428	440	401	412	427	426	425	397	403	413	396	400

chart 1 : rolling 12 months

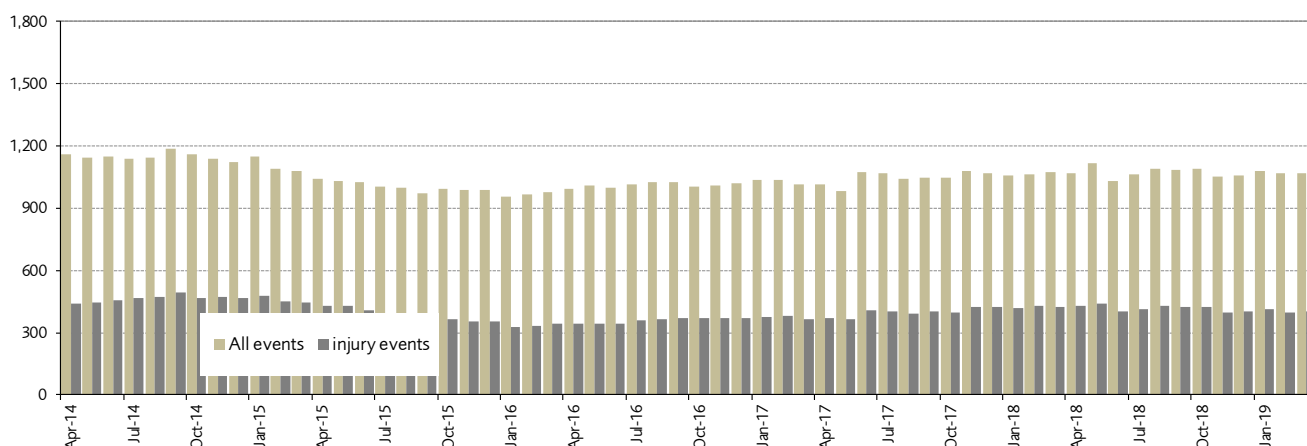
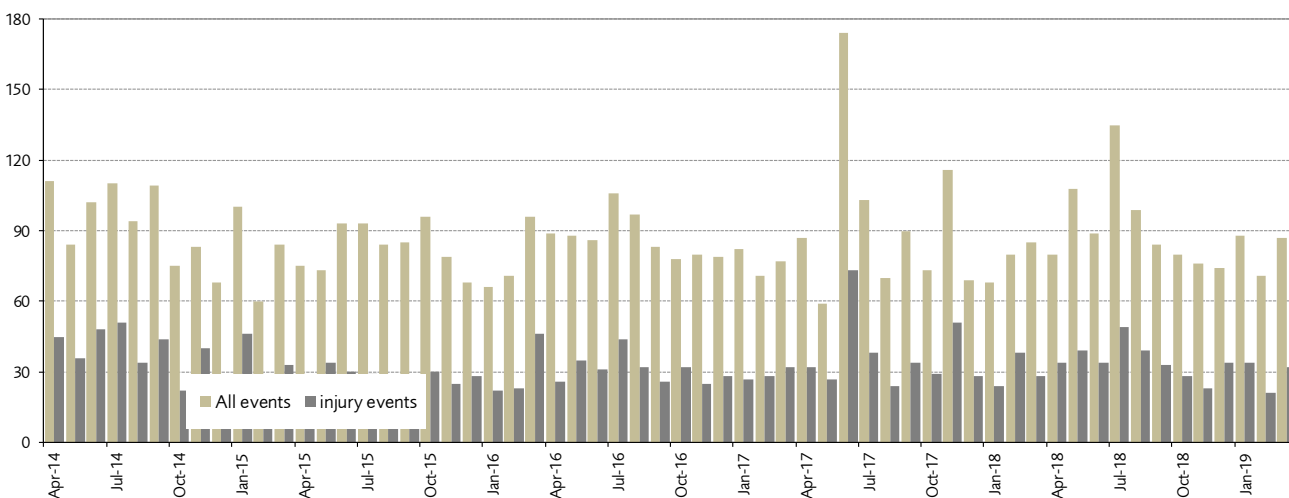


chart 2 : monthly



## **Indicator Description**

The tables and graphs display the number of health and safety events recorded across the Brigade.

The "All safety events" table includes any event in a sequence of occurrences which results in injury to an individual(s) (physical), damage to property where injury could have resulted, damage to the environment through actions of LFB employees, or a 'near miss'. It includes all vehicle events and personal injury events.

The "injury events" table includes only those events that resulted in an injury and excludes near misses (a near miss is an uncontrolled occurrence, which could have resulted in injury or damage but did not) and injuries sustained during a vehicle event.

The all safety events figure for 2018/19 (1,071) shows a slight drop when compared to 2017/18. The number of event has plateaued over the last five years.

There has been a 6% reduction in the number of injury events recorded in the period when compared to 2017/18. The long term trend remains one of improvement, with 400 events representing an improvement of 11% compared to the high point at the end of 2014/15.

Of the 83 injury events that occurred during training activities in 2018/19, 49 (59%) were during training events managed by Babcock.

## **Performance Management**

Over the longer term the reduction in safety events is due to the continual monitoring and improvement of the health and safety management system and the monitoring of risks through corporate and departmental risk registers (e.g. CRR1: A death or serious injury occurs as a result of our staff not operating a safe system of work).

All risk controls, including the proactive identification of risks and risk controls through risk assessment at the policy stage or the reactive management of risk through accident investigation will contribute to maintaining and/or further reducing the numbers of safety events.

During the period, Health and Safety continued with proactive work to reduce risks on fire stations. It included conducting slips and trips risk assessments and station gyms risk assessments.

Recommendations for improvement are made to the person in control of the premises through detailed reports.

## RTCs involving Brigade vehicles

ALL RTCs (rolling 12 month figures)

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	target
2014/15	527	514	510	493	490	513	514	497	500	511	484	482	536
2015/16	474	467	476	485	486	481	489	500	495	485	495	490	509
2016/17	503	509	500	500	510	510	497	497	506	512	501	497	509
2017/18	487	475	480	487	468	460	457	463	456	455	457	469	484
2018/19	468	496	489	497	508	506	513	499	498	497	501	495	460

chart 1 : rolling 12 months

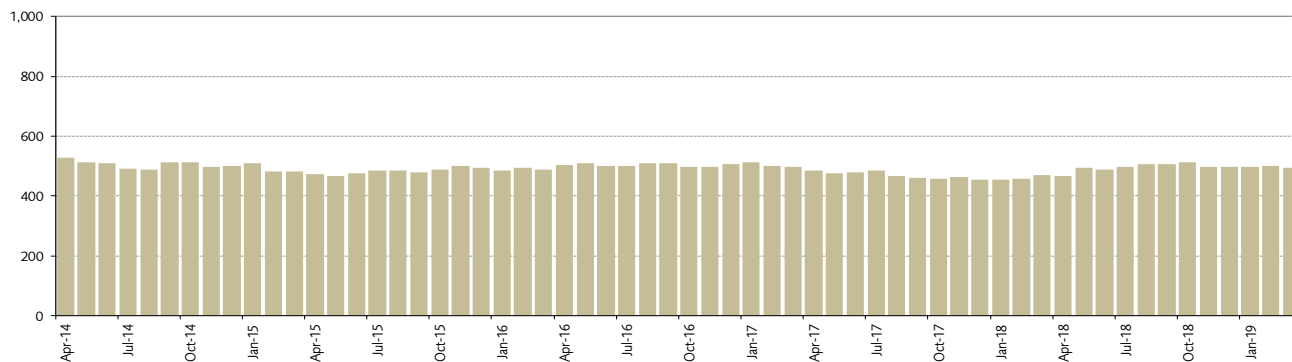
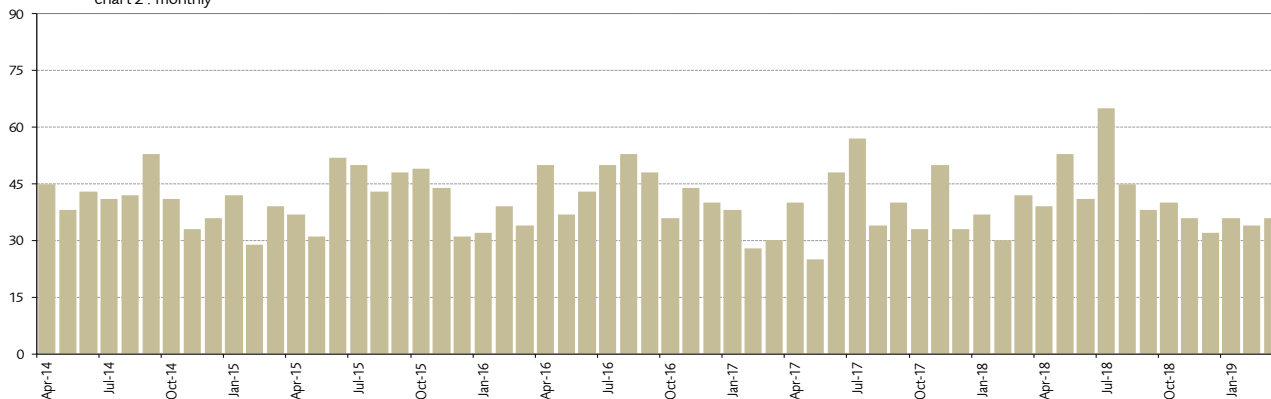


chart 2 : monthly



## **Indicator Description**

The tables and graphs display the number of all RTCs (CO11) recorded across the Brigade. The RTCs involving Brigade vehicles data includes all road traffic collisions with other vehicles and/or with street furniture (regardless of fault) and it also includes all damage done to vehicles on station and at training venues (not on the public highway) that are caused by vehicle movement.

Performance for 2018/19 at 495 RTCs represents an increase of five per cent when compared to 2017/18 during which 469 events were reported. This indicator is currently 8% above the 460 events target.

The number of RTCs involving pumping appliances in 2018/19 (377) has increased by seven per cent (25 events) when compared to 2017/18.

<b>Vehicle type</b>	<b>Number of RTCs 2014/15</b>	<b>Number of RTCs 2015/16</b>	<b>Number of RTCs 2016/17</b>	<b>Number of RTCs 2017/18</b>	<b>Number of RTCs 2018/19</b>
Pumping appliances	375	381	371	348	377
Special appliances	58	52	76	57	66
Aerials	13	22	12	28	28
Other vehicles (includes vans and officer cars)	34	34	33	32	24

The table below gives an indication of the number of injuries to members of the public as a result of road traffic collisions involving Brigade vehicles.

	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
Responding to emergency	3	7	5	5	8
Not responding to emergency	2	3	6	1	4
Fire appliances (including CU)	3	9	10	6	10
• Collisions with cars	2	7	6	5	5
• Collisions with motorcycles/cycles	0	2	1	0	4
• Collisions with pedestrians	1	0	2	1	1
Officers' cars	2	0	1	0	2
<b>Total injuries</b>	<b>5</b>	<b>10</b>	<b>11</b>	<b>6</b>	<b>12</b>

The total number of injuries to members of the public has increased during the period. There were no fatal injuries.



## **Performance Management**

Continued efforts are being made to drive down the number of RTCs across the Brigade. Driving policy and training has been reviewed; RTC trends and driver behaviour were considered as part of that review. The new Emergency Response Driver refresher training programme started in Q2 2017/18. This training includes a reassessment of driver skills in accordance with the Joint Emergency Services High Speed Driver Training (HSDT) codes of practice.

To ensure focus is maintained, this subject is covered at quarterly meetings between AC Fire Stations and the area Deputy Assistant Commissioners. The health and safety team are supporting this by providing specific data on RTCs each quarter to AC Fire Stations and the Director of Operations.

This also helps maintain a consistent approach across the four operational areas, and allows for Area DACs to apply a similar approach when holding 1-2-1 meetings with Borough Commanders. Managers at stations ensure that there are suitable plans in place to prevent, as far as possible, the occurrence of all types of RTCs. Actions taken include:

- risk assessment of vehicle movements on the fire station;
- establishing a system of follow up, working with those drivers who have recorded two or more road traffic collisions or other vehicle events in a year;
- reminding all staff of their responsibilities as set out in the firefighter role map;
- recording all types of training on staff individual training records (ITR), and
- discipline when it is established personnel breach conduct or performance standards.

## RTCs by type of vehicle

### PUMPING APPLIANCES (rolling 12 months)

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2014/15	397	386	383	376	375	390	392	379	381	395	375	375
2015/16	371	368	371	374	373	370	377	383	384	373	383	381
2016/17	389	396	394	389	397	393	384	382	386	394	381	376
2017/18	369	360	359	361	345	342	343	353	345	338	342	352
2018/19	347	363	360	373	381	383	382	372	371	373	382	377

### SPECIALS (rolling 12 months)

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2014/15	70	70	72	68	67	70	68	65	63	63	59	58
2015/16	51	48	49	53	54	53	51	52	50	52	53	52
2016/17	57	58	55	60	63	68	69	76	77	75	75	76
2017/18	75	71	76	73	68	62	59	52	57	58	55	56
2018/19	61	68	64	65	69	69	70	70	70	68	66	66

### AERIALS (rolling 12 months)

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2014/15	18	17	17	11	12	14	15	12	13	13	12	13
2015/16	17	18	20	21	20	21	19	25	23	22	23	22
2016/17	20	20	18	17	18	18	18	13	14	13	12	11
2017/18	10	10	12	18	20	20	20	20	20	25	28	29
2018/19	29	30	30	25	24	23	28	29	31	28	28	28

### OTHER VEHICLES (rolling 12 months)

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2014/15	42	41	38	38	36	39	39	40	42	39	37	34
2015/16	33	29	31	32	34	32	37	36	34	34	32	34
2016/17	34	34	33	34	32	31	26	26	29	30	33	34
2017/18	33	34	33	35	35	36	35	38	34	34	32	32
2018/19	31	35	35	34	34	31	33	28	26	28	25	24

chart 1 : rolling 12 months

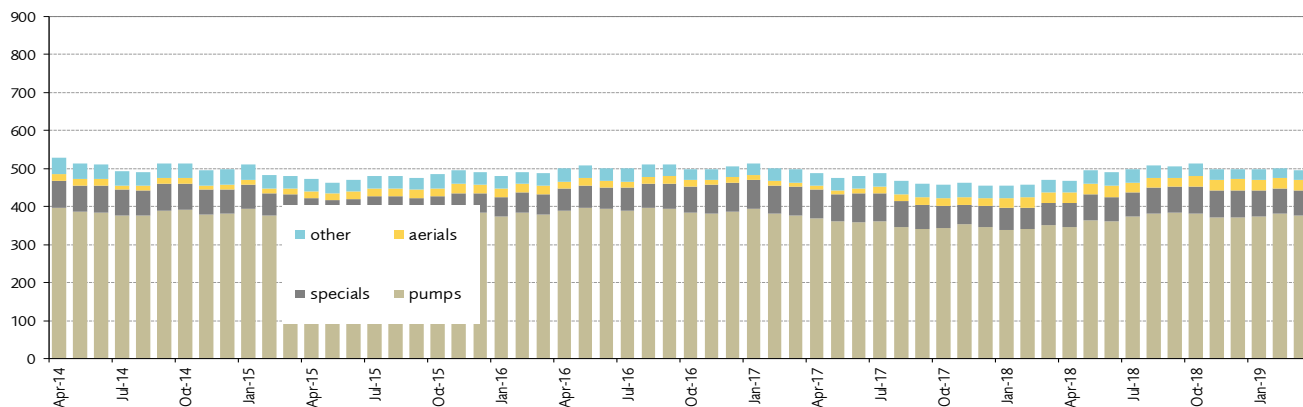
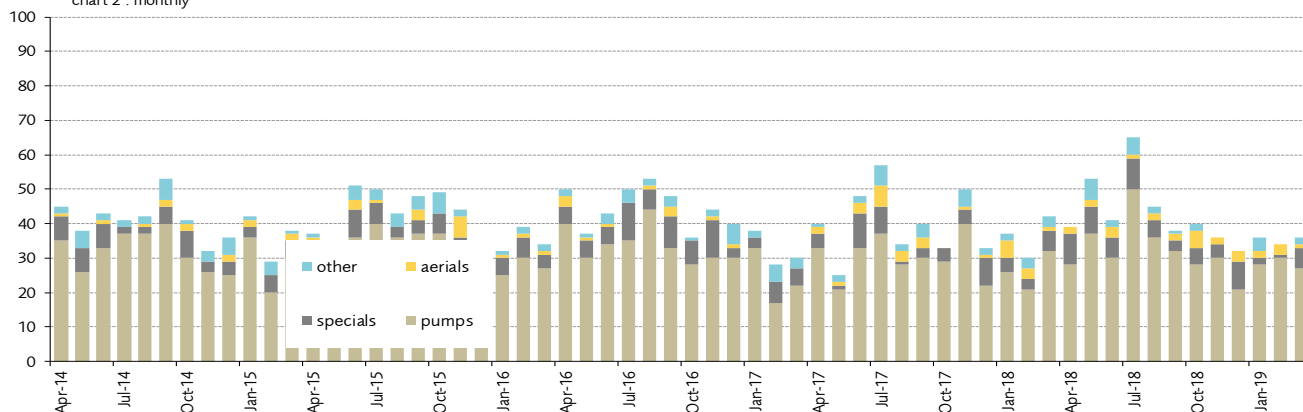


chart 2 : monthly

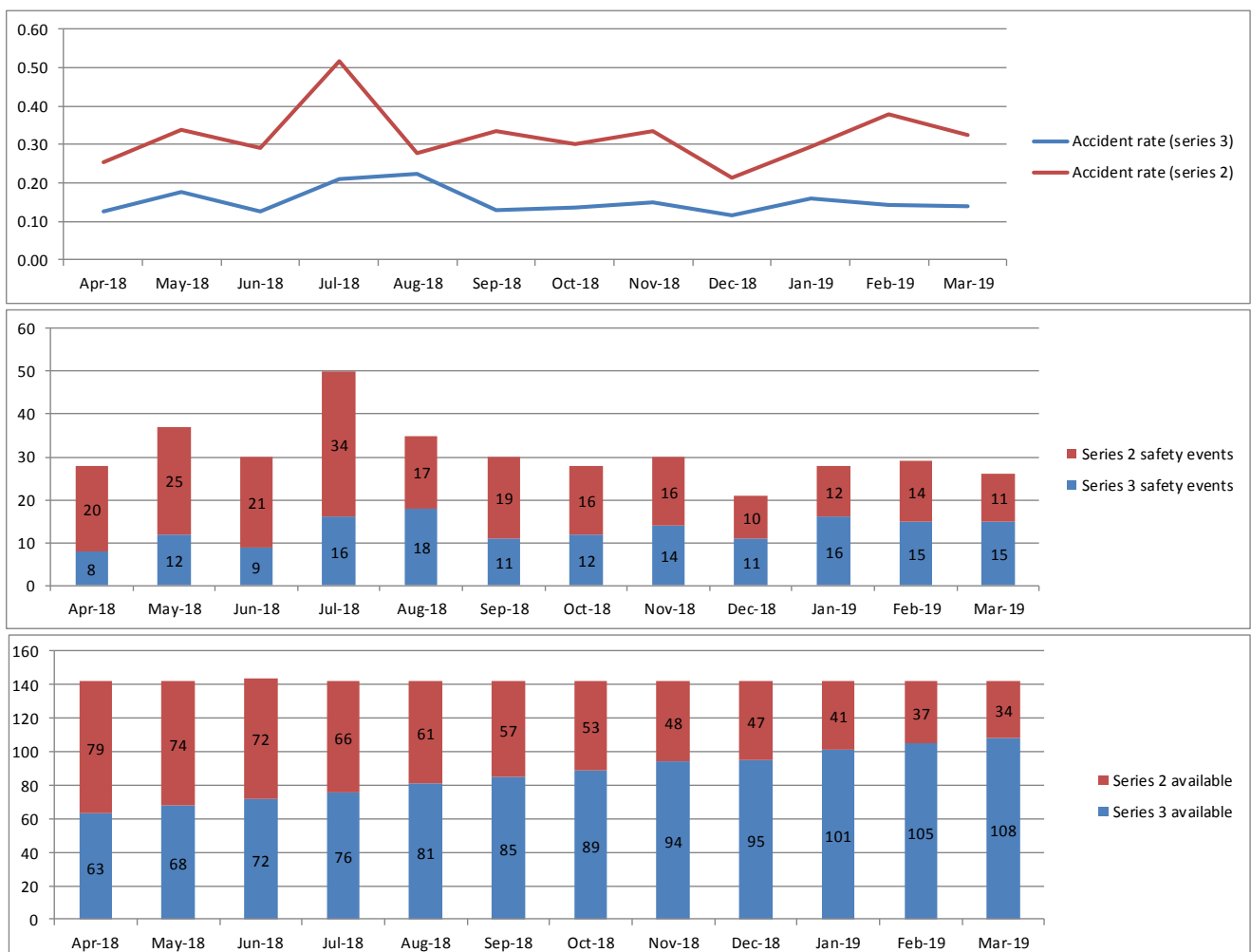


## Indicator Description

The tables and graphs display the number of RTCs recorded across the London Fire Brigade per type of vehicle. This includes RTCs where a non-Brigade driver may have been responsible.

The 'pumping appliances' category contains all events involving Pump Ladders (PL) and Dual Pump Ladder (DPL). The 'Other' category includes RTCs involving cars, vans and people carriers and the 'Special' category contains all other vehicles, including Fire Rescue Units (FRU) and Command Units (CU). Aerials includes hydraulic platform (HP), aerial ladder platform (ALP) and turntable ladder (TL).

Series 2 pumping appliances are currently being replaced by newer fire appliances (Series 3) and considering the data available to date it is noticeable that the RTC rate is lower with the new vehicles. The tables and charts below compare vehicle event rates during 2018/19 for series 2 versus series 3 fire appliances.



The noticeable spike in RTCs for series 2 appliances in July 2018 was predominantly due to increases in RTCs during slow speed manoeuvres (13 events; including 3 while reversing) and collisions with stationary vehicles (8 events).

## Performance Management

See appendix 1B.

# RTCs on/off 'blue light'

**UNDER BLUE LIGHT EVENTS (rolling 12 months)**

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2014/15	180	179	177	170	158	167	170	160	163	171	156	154
2015/16	157	157	168	170	180	179	181	185	180	173	185	182
2016/17	188	186	178	181	180	171	161	163	175	182	173	168
2017/18	169	153	153	153	149	152	158	160	160	157	159	168
2018/19	169	183	185	191	199	202	202	200	201	201	207	208

**NON EMERGENCY EVENTS (rolling 12 months)**

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2014/15	347	335	333	323	332	346	344	337	337	340	328	328
2015/16	317	310	308	315	306	302	308	315	315	312	310	308
2016/17	315	323	322	319	330	339	336	334	331	330	328	329
2017/18	328	322	327	334	319	308	299	303	296	298	298	301
2018/19	299	313	304	306	309	304	311	299	297	296	294	287

chart 1 : rolling 12 months

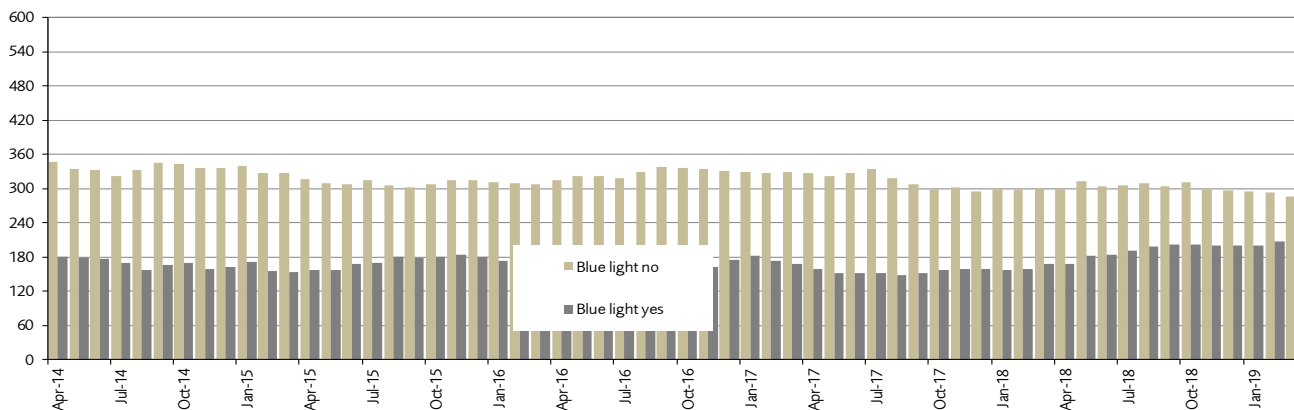
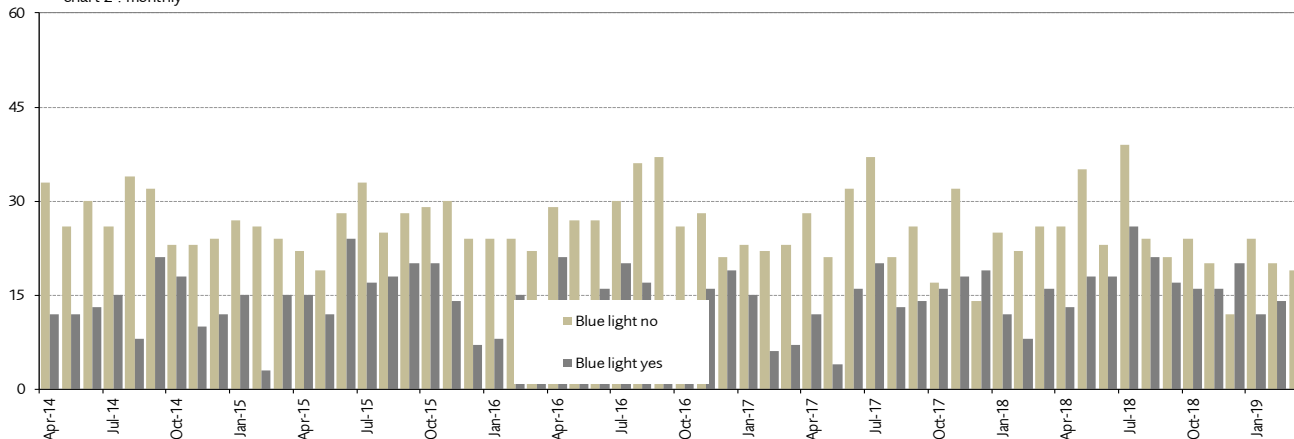


chart 2 : monthly



## **Indicator Description**

The tables and graphs display the number of RTCs recorded across the Brigade that occurred under blue light and in non-emergency conditions.

For the past five years, the majority of RTCs have occurred in non-emergency circumstances. There was a 5% reduction in the number of these events during 2018/19 when compared to 2017/18. The number of RTCs under blue light increased by 24% during the period, which requires further investigation.

## **Performance Management**

The number of RTCs under emergency (and non-emergency) conditions is monitored through the SERD database.

The new Emergency Response Driver refresher training programme started in Q2 2017/18. This training includes a reassessment of driver skills in accordance with the Joint Emergency Services High Speed Driver Training (HSDT) codes of practice.

The Health and Safety team are working with colleagues to ensure that RTCs and other vehicle events that occur when driving under non-emergency situations are sufficiently covered in training as these represent the majority of our vehicle events.

The Health and Safety team provide monthly reports to the Area DACs with statistical information, safety event causation and preventive actions.

## CO13 - RIDDOR events

CO13 - RIDDOR EVENTS (rolling 12 months)

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	target
2013/14	136	127	126	124	116	109	108	102	97	99	101	101	137
2014/15	110	113	123	131	132	139	135	143	143	141	132	134	115
2015/16	123	129	115	110	114	107	111	100	101	98	95	93	109
2016/17	92	84	86	85	85	85	79	77	72	73	78	73	109
2017/18	76	75	86	85	78	76	79	84	85	83	81	82	104
2018/19	85	89	80	78	78	80	73	72	70	77	75	75	99

chart 1 : rolling 12 months

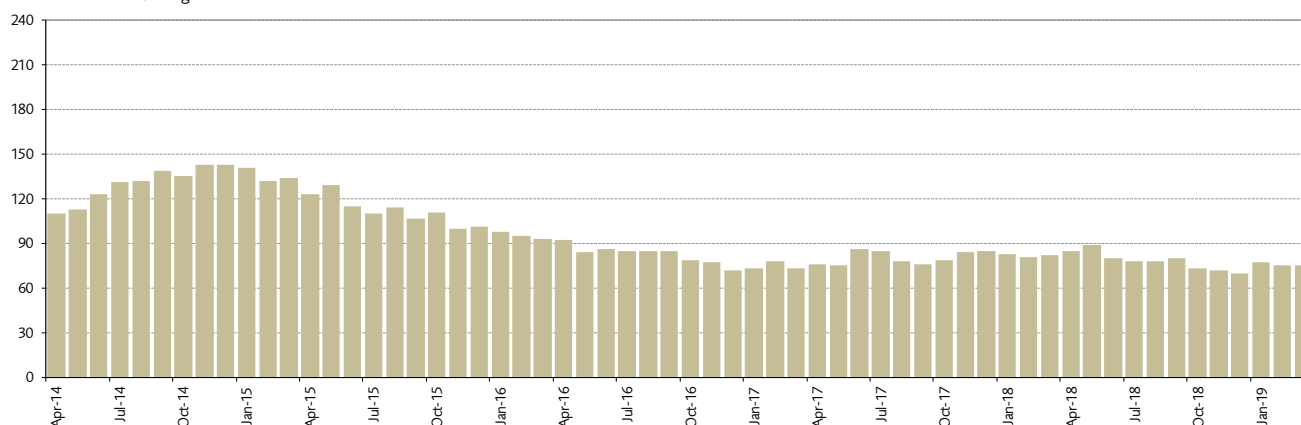
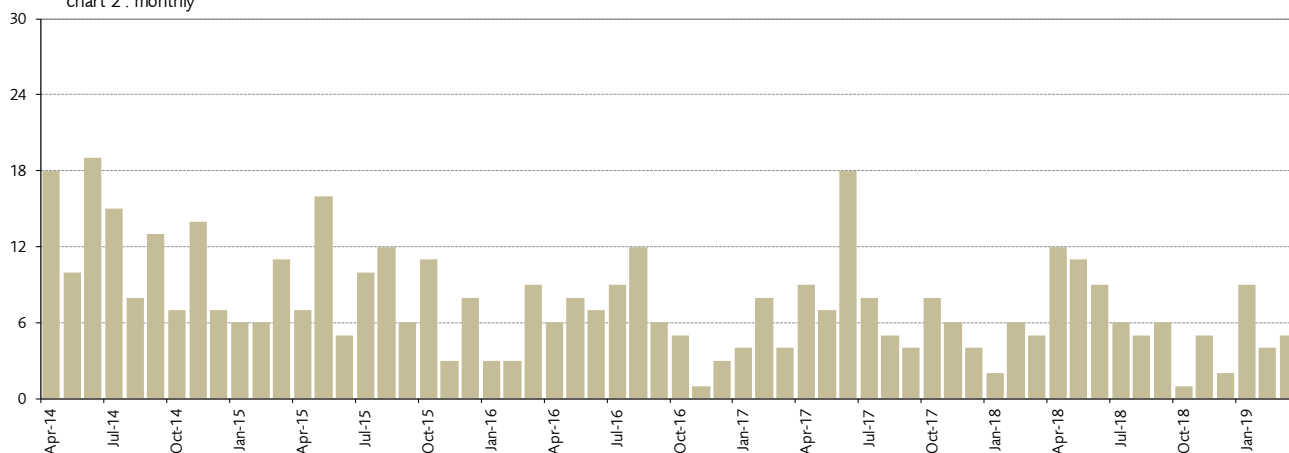


chart 2 : monthly



## Indicator Description

RIDDOR events are those required to be reported to the Health and Safety Executive (HSE), under the Reporting of Injuries, Diseases, and Dangerous Occurrences Regulations (RIDDOR) 2013. Data shows the majority of RIDDOR injury events fall within the over 'over seven day injury' category, in other words, where an employee has been off sick for more than seven days following a safety event. Very few of these injuries fall within the category of 'specified' injuries as described in Appendix 2.

The figure for the 2018/19 (75) is lower than the performance for 2017/18 when 82 events were reported. The five year trend remains one of improvement; RIDDOR events have fallen by 45 per cent when compared to the figure at the end of September 2014. The number of specified injuries reported under RIDDOR has increased. Seven injury events were reported as specified injuries during the period. These events were:

- Two firefighters falling from height at an incident (resulting in fractures);
- A firefighter trapping his finger (resulting in amputation) while re-stowing BA on a fire appliance;
- An ankle fracture while dismounting a fire appliance;
- Leg fractures caused by a fallen RSJ at an operational incident;
- A firefighter slipped on a curb and suffered ankle fracture; and,
- A firefighter caught between a reversing appliance and the appliance bay wall (resulting in broken ribs).

The Resources Committee in September 2014 (*FEP2312*), asked that a distinction be made between RIDDOR injury events involving FRS and operational staff, and a further breakdown of the events for operational staff into categories. Data for 2018/19, broken down by quarter, is shown below:

	Accident type	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Total
<b>Operational staff</b>	Operations	18	14	3	7	<b>42</b>
	Training	9	0	1	7	<b>17*</b>
	General	4	3	3	4	<b>14</b>
	<b>Total</b>	<b>31</b>	<b>17</b>	<b>7</b>	<b>18</b>	<b>73</b>
<b>FRS staff</b>	<b>Total</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>

\* 11 RIDDOR injuries occurred at Babcock led training sessions during 2018/19. These events included: four injuries during real fire training; four injuries while swimming; one injury while handling hoses; one during USAR training and a trip in one of the training centres.

The number of RIDDOR events has reduced during 2018/19, when compared to 2017/18.

	Q1	Q2	Q3	Q4
<b>2014/15</b>	46	36	28	23
<b>2015/16</b>	28	28	22	15
<b>2016/17</b>	21	27	9	16
<b>2017/18</b>	34	17	18	13
<b>2018/19</b>	32	17	8	18

## **Performance Management**

All accidents, including RIDDOR reportable incidents, are investigated and the causes identified. Where an accident occurs that has corporate implications, the Senior Accident Investigation (SAI) team will lead and provide a report for corporate consideration. Where significant risks are identified these may be subject to thematic audit by Health and Safety Services staff.

Analysis of the current incidents shows that slips and trips, and the moving and handling of operational equipment are the major causes of RIDDOR and other injuries. Our premises slips and trips risk assessment programme proactively identifies and records slips and trips risks on Brigade premises; and the posters from the previous communication campaign are still on display in all fire stations.

A training package (CBT) to raise awareness of the risks (and control measures) from moving and handling loads is available for all staff via the intranet. This training has been promoted to staff through departmental risk assessments.

More work has been done to encourage 'near miss' reporting as identifying the potential for injury early provides an opportunity to prevent RIDDOR injuries occurring. As well as making general improvements to the investigation and reporting of safety events and injuries and to accident investigation training near miss reporting has been improved as part of the new safety event reporting system which was made available to staff on the 1<sup>st</sup> October 2018. It allows near miss reporting by all staff (anonymously if they wish) directly to the safety event database, which should further promote near miss reporting.



## RIDDOR events - severity level

### 7+ DAYS (rolling 12 months)

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2014/15	105	108	115	124	125	131	128	135	135	133	123	122
2015/16	109	115	104	99	102	96	101	92	93	90	88	89
2016/17	90	83	85	84	84	84	78	75	70	71	76	71
2017/18	74	73	80	79	73	71	74	80	81	79	77	78
2018/19	80	84	79	76	75	75	68	66	64	70	68	67

### SPECIFIED INJURIES (rolling 12 months)

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2014/15	5	4	6	5	5	6	5	6	6	6	7	10
2015/16	12	13	11	11	12	11	10	8	8	8	7	4
2016/17	2	1	1	1	1	1	1	1	1	1	1	1
2017/18	1	1	5	5	4	4	4	4	4	4	4	4
2018/19	4	4	0	1	2	4	4	5	5	6	6	7

chart 1 : rolling 12 months

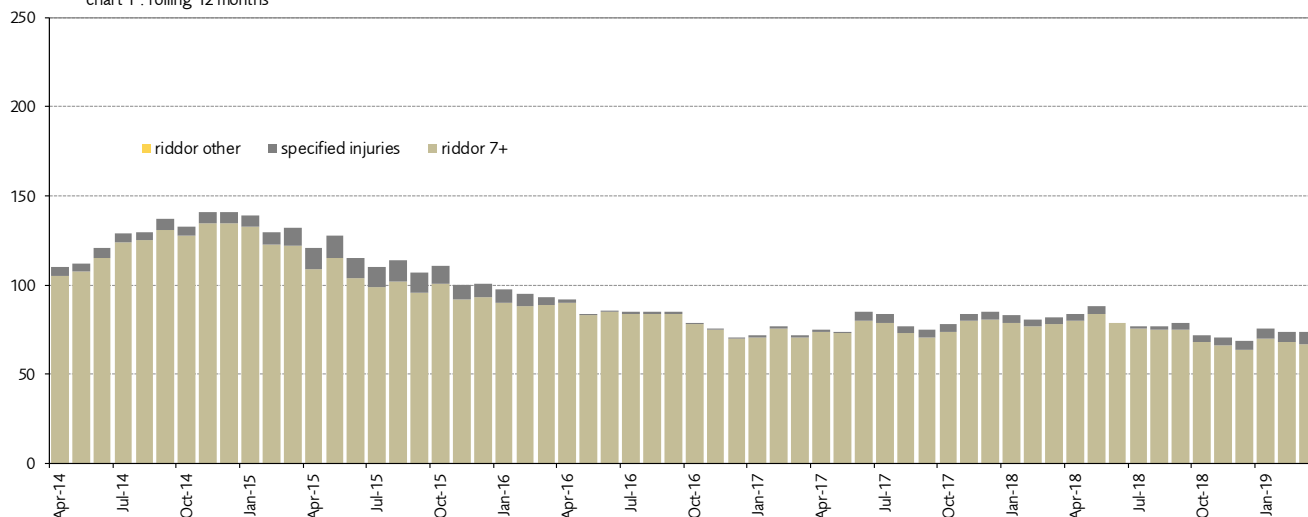
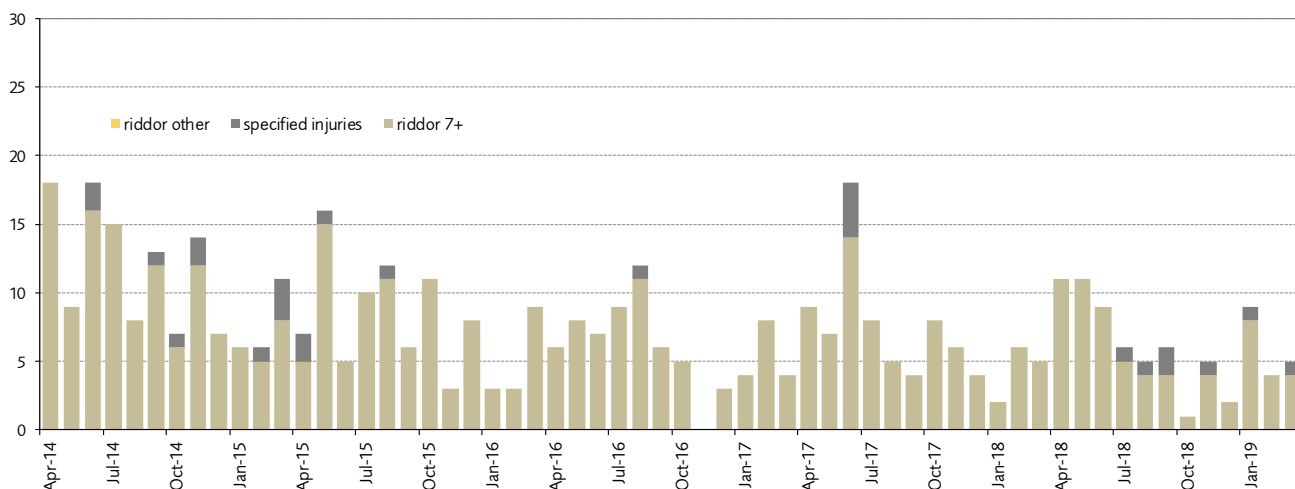


chart 2 : monthly



## **Indicator Description**

The tables and graphs display the severity level of RIDDOR events recorded across the Brigade.

Those events categorised as 'specified injuries' are relatively low in number (these events were previously classified as 'major' injuries under RIDDOR). During the 2018/19, seven safety events were reported as 'specified' injury to the HSE. The specified injuries were two firefighters falling from height at an incident, a firefighter injuring their ankle while dismounting a fire appliance at their base station, a finger injury while restowing a BA set on a new fire appliance, a leg injury caused by a fallen RSJ, a slip on a curb causing an ankle injury and a firefighter caught between a reversing fire appliance and the appliance bay wall.

For those incidents categorised as '7+ days', the figure of 67 for 2018/19 is an improvement in performance when compared to 2018/19. Over the long term, the trend is also one of improvement; current performance reflects an improvement of 45% when compared with the high point of 122 which occurred in 2014/15.

## **Performance Management**

Information on the management of reportable injuries is described in Appendix 1E.

## Injury events - type (2 main causes)

### SLIPS, TRIPS & FALLS (rolling 12 months)

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2014/15	99	100	103	106	111	117	114	122	120	126	119	115
2015/16	112	111	103	99	93	88	88	77	82	73	72	80
2016/17	76	79	79	76	78	78	80	82	79	84	90	80
2017/18	86	80	100	106	101	106	107	108	105	99	100	100
2018/19	97	100	82	85	92	86	79	78	79	82	78	78

### MANUAL HANDLING (rolling 12 months)

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2014/15	84	86	91	95	96	94	91	94	91	90	84	87
2015/16	79	81	81	80	80	79	84	80	78	76	75	73
2016/17	76	73	68	68	62	63	62	60	60	61	60	58
2017/18	60	58	70	72	80	73	69	76	75	72	75	79
2018/19	85	90	83	89	90	92	94	90	96	104	101	108

chart 1 : rolling 12 months

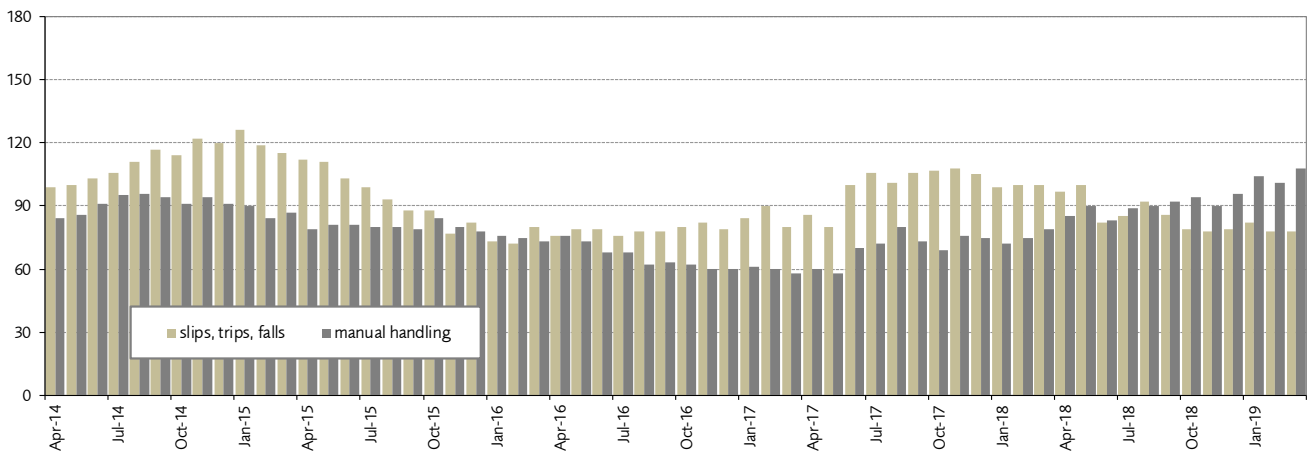
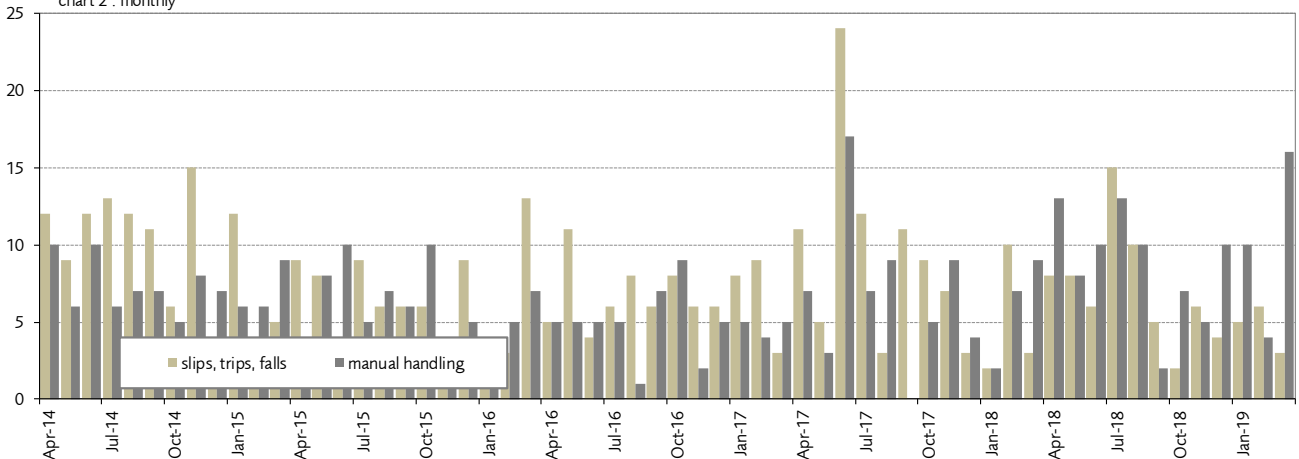


chart 2 : monthly



## **Indicator Description**

Slips, trips, falls and manual handling remain the two largest causes of injury events across the Brigade. Together these accounted for 46% of all injuries recorded during 2018/19. The tables and graphs display the number of these injuries recorded across the Brigade.

There has been a 37% increase in the number of manual handling events when compared to 2018/19 and a 22% reduction in the number of slips/trips/falls events.

In 2018/19, the majority of manual handling injuries (43%) occurred during training. Manual handling injuries were mainly associated with the handling of hoses, ladders, pieces of equipment, casualties and when forcing entry to premises.

36 (46%) slips, trips and falls injuries occurred on the incident ground 2018/19 and were caused by uneven floor surfaces, debris, handling hoses and while mounting/dismounting fire appliances. Other injuries occurred on Brigade premises (32 injuries) and during training (5 injuries).

## **Performance Management**

During the period, we have continued our premises slips and trips risk assessment programme to proactively identify and record slips and trips risks on Brigade premises. The health and safety team has been focusing on hose operation and management as it is one of the main causes of slips and trips on the incident ground.

Awareness training in relation to moving and handling risks has been introduced and has been made available via the intranet for all staff. The health and safety team are currently reviewing manual handling risks associated with forcing entry, handling hose and patients/casualties.

The health and safety team continue to work with colleagues in People Services and Babcock Training to ensure that moving and handling input is incorporated into all operational training.

## Injuries from operational incidents

CO12 - INJURIES FROM OPERATIONAL INCIDENTS

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	target
2014/15	186	188	191	198	203	216	211	219	212	220	193	192	-
2015/16	184	188	190	195	197	187	193	185	191	169	179	187	-
2016/17	192	141	142	139	142	144	144	140	136	143	148	135	-
2017/18	132	129	197	190	186	185	181	200	202	197	201	206	135
2018/19	210	214	152	165	170	170	171	149	144	153	151	159	135

chart 1 : rolling 12 months

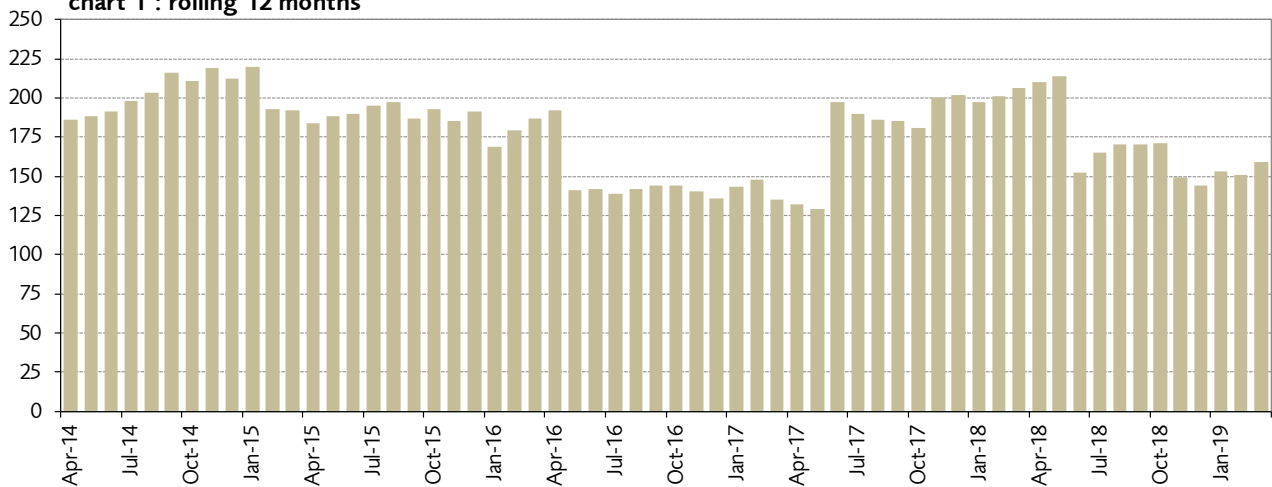
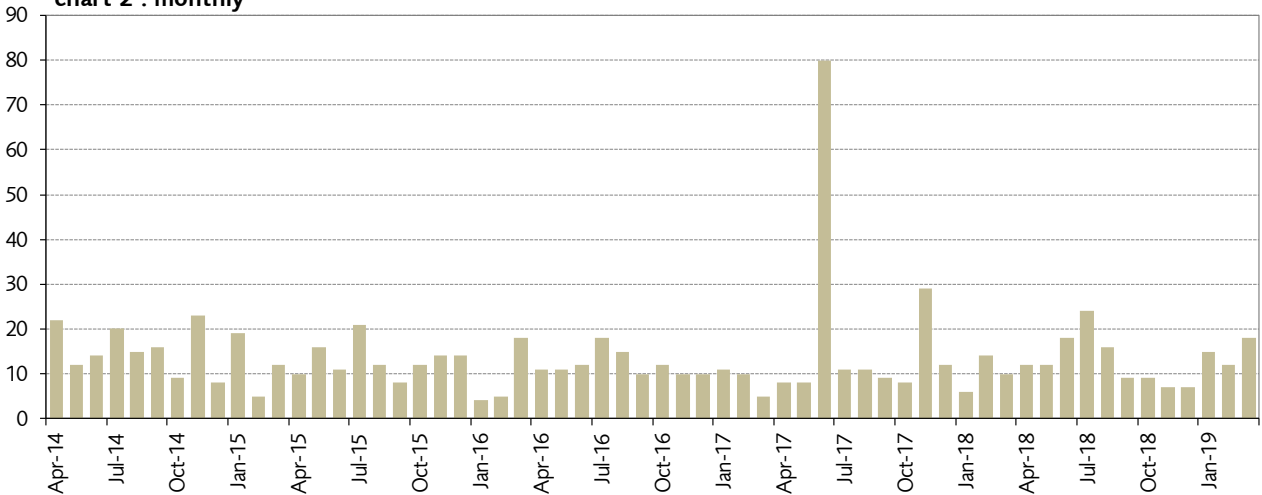


chart 2 : monthly



## **Indicator Description**

Injuries from operational incidents include all injuries that occurred on the incident ground from the moment the crews arrive on site to the moment they leave. Injuries that occur during RTC while enroute to an incident, or on return to station, are not included.

These operational injuries represent 40 per cent of the total number of injuries and are the main cause of RIDDOR events. During 2018/19, 42 operational RIDDOR events were reported representing 56 per cent of all RIDDOR events reported during the period.

The two main causes of operational injuries are slips and trips and moving and handling injuries which represent respectively 23 per cent (36 events) and 27 per cent (43 events) of all operational injuries reported in 2018/19.

The target of 135 events for this performance indicator was not achieved during the period but the figure of 159 events represent a 17 per cent improvement in performance over the 5 years period.

## **Performance Management**

This is a new corporate target; work to specifically reduce the number of injuries that occur at operational incidents has commenced. Operational injuries have been analysed and the main causes of injuries have been identified. This has led to work to specifically target reductions in injuries that occur from the activities of forcing entry to premises and hose management at incidents.

A training package (CBT) to raise awareness of the risks (and control measures) from moving and handling loads has been completed and the package is now available for all staff via the intranet. This training has been promoted to staff through departmental risk assessments and Operational News.

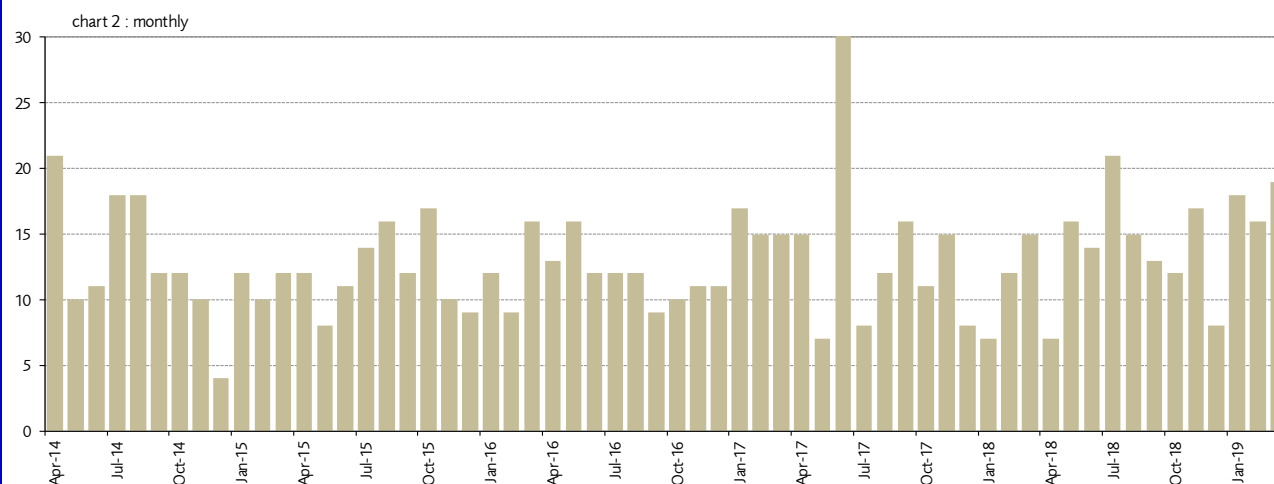
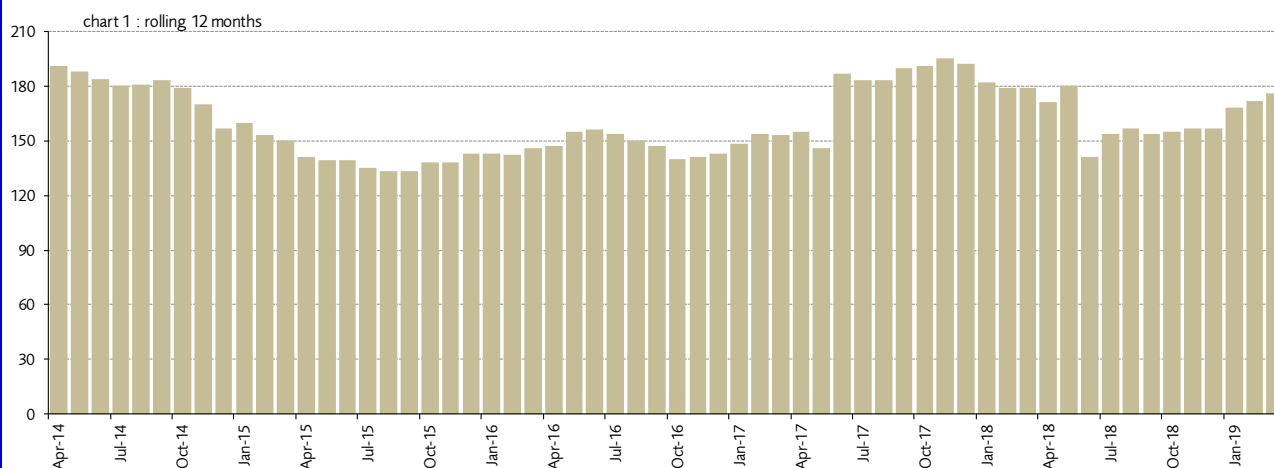
The Safety Officer role at incidents is critical for hazard awareness and management at incidents. This role is also under review, which will include an analysis of training needs.

The new SERD database (provided by Sphera) allows for more effective analysis of injuries that occur on the incident ground and as such provides opportunities to better target interventions to reduce injuries. Data for the first six months is currently being reviewed.

## Near miss events

**Near misses**

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2014/15	191	188	184	180	181	183	179	170	157	160	153	150
2015/16	141	139	139	135	133	133	138	138	143	143	142	146
2016/17	147	155	156	154	150	147	140	141	143	148	154	153
2017/18	155	146	187	183	183	190	191	195	192	182	179	179
2018/19	171	180	141	154	157	154	155	157	157	168	172	176

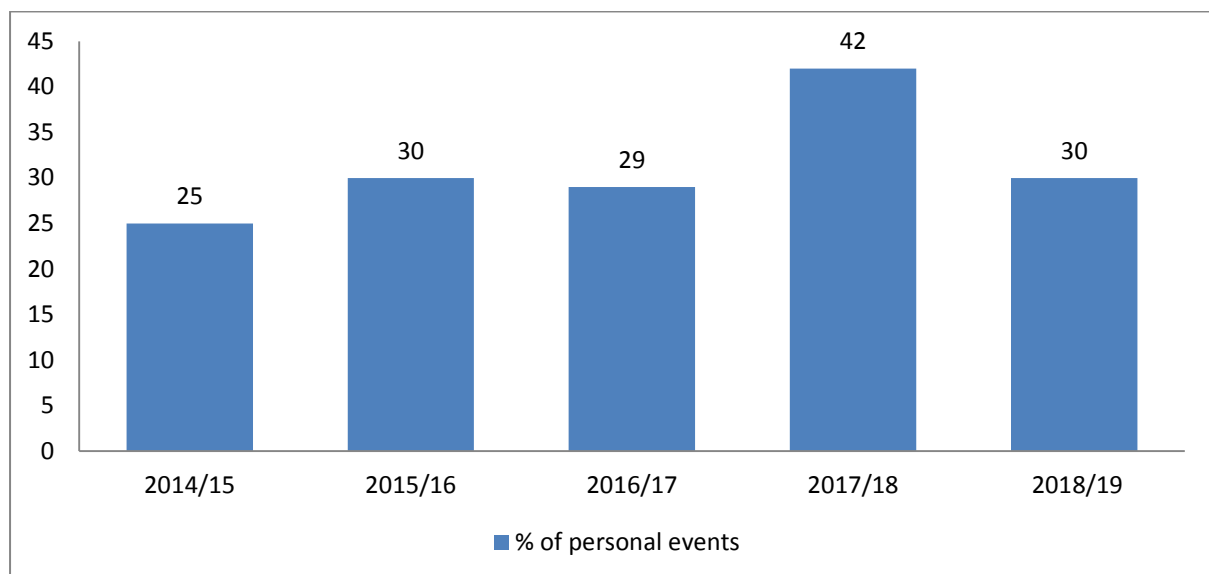


## **Indicator Description**

A near miss is an uncontrolled event, which has the potential for injury or damage. Near miss reporting is important to the Brigade because the sequence of events that lead up to a near miss is usually the same as those which result in an injury.

The reporting of near misses allows managers to determine whether there is a trend, a further training need, a required improvement in personal protection, or an equipment deficiency. An increase in near miss reporting is considered as positive, because emerging trends can be identified and managed proactively before they cause an injury or damage.

In terms of actual volume, the figure for the period (176) is in line with the number reported during 2017/18. As a percentage of all personal events, performance is relatively consistent over the years; this is shown in the graph below. There was a noticeable increase in the number of events reported during Q4 2018/19.



The majority of near misses reported during the period were in relation to operational equipment, ladders, vehicle failures and premises defects.

## **Performance Management**

Near misses are included in the analysis of event/incident data to establish whether there are identifiable trends that would benefit from intervention. These also feed into the operational improvement process. Near misses involving equipment and vehicles are additionally included in the overall analysis of trends that are considered by the Engineering Compliance and Improvement Team (ECIT).

Near misses where there was high potential for injury (or work-related ill health) are investigated in exactly the same way as serious injuries.

To encourage near miss reporting the benefits have been included in training for senior accident investigators and will also be incorporated into a revision of training for local accident investigators. A simpler, quicker and more accessible way of reporting near misses has been included in the new safety event reporting database. There is also capacity for individuals to report near misses anonymously if they are concerned about being identified.



**APPENDIX 2**

**Leading indicators**

Appendix 2A – Training 33

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Appendix 2B – Late accident investigations 35

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## APPENDIX 2A

**Table 1: Risk critical training data snapshot – end of Q4 2018/19 (as at 1 April, 2019)**

Course	Refresher training frequency	Total eligible staff	Training still current at end of Q4 2018/19	Refresher training required at end of Q4 2018/19	Of which: Registered for a training course in Q1/2 2019/20	Of which: Not Registered for a training course in Q1/2 2019/20	Staff who required Refresher training as at end of Q2 2018/19	Change since Q2 2018/19: staff requiring refresher training
Incident Command - Strategic Managers	24 mo.	25	21	<b>4</b>	0	4	5	-1 (G)
Incident Command - Middle Managers	12 mo.	186	121	<b>65</b>	51	14	19	+46 (R)
Incident Command - Supervisory Managers	12 mo.	787	697	<b>90</b>	56	34	82	+8 (R)
Two- yearly Breathing Apparatus Training	24 mo.	3,877	3,710	<b>167</b>	119	48	404	-237 (G)

The RAG status shows the change in the number of staff requiring refresher training, compared with the previous snapshot (end of Q2 2018/19 – i.e. six months previously). A decrease in the number of "out of ticket" staff results in a Green status, an increase a Red status, and no change an Amber status. Please note that only staff who are eligible for training have been included in these statistics. This means that staff who are on light duties, secondments, who are long term sick, and who are on maternity leave, are not included.

### Incident Command (IC)

#### Strategic managers

This small cadre of staff at the level of Deputy Assistant Commissioner (DAC) and above receive initial training upon promotion, and then refresher training via the 'Incident Management – Strategic Management Exercise' course. Some individuals also undertake the Multi Agency Gold Incident Command (MAGIC) course. All IC training for strategic managers is in the process of being replaced

with new level 3 and 4 IC courses (to bring LFB IC training in line with National Operational Guidance). All four individuals who are "out of ticket" need to be booked onto a course as soon as possible.

A new Level 3 development course is due to be piloted in the first quarter of 2019/20. Also, it should be noted that two of the four individuals who are "out of ticket" have attended either the one-day pilot course, "Strategic Command Skills Level 3 Consolidation" (which ran in July and August 2018), and/or a Strategic Skills Masterclass (which ran in February 2019). Whilst these courses do not count towards their "ticket", it is a formal Incident Command training input.

### **Middle managers**

This category relates to Level 2 incident command training, which is undertaken by staff at Group and Station Manager level. Initial training is provided upon promotion, and refresher training via the Level 2 IC maintenance course. Of the 14 staff who need to be booked on training courses, 6 require initial training, and 8 require refresher training. There are sufficient courses on the Statement of Training Requirements (SoTR) to train these staff, and they will be allocated to courses as a priority.

### **Supervisory managers**

This category relates to level 1 incident command training, which is undertaken by staff at Crew and Watch Manager level. Initial training is provided upon promotion, and refresher training via the level 1 IC maintenance course. Of the 34 staff who need to be booked on training courses, 7 require initial training, and 27 require refresher training. There are sufficient courses on the SoTR to train all of these staff, and they will be allocated to courses as a priority.

### **Breathing Apparatus (BA)**

Previously, these updates have including information relating to annual BA training. The training course that staff used to attend was an annual one-day BA training course. However, as of 1 April 2019, the one-day BA training course was replaced by a new version of the two-day BA course (now called the two-day firefighting course). This new course is being delivered annually (when previously it was delivered every two years). This training is for Firefighters, Crew and Watch Managers. There are sufficient courses on the SoTR to train all staff who are "out of ticket", and these staff will all be booked to upcoming courses. Please note, staff are also "in ticket" for BA if they have completed the now-defunct one-day BA course described above, within the last 12 months.

**OPR - Local Accident Investigations  
at end of Q4 2018/19**

	All LAIs not completed within 28 days at the end of Q1 2018/19			All LAIs not completed within 28 days at the end of Q2 2018/19			All LAIs not completed within 28 days at the end of Q3 2018/19			All LAIs not completed within 28 days at the end of Q4 2018/19			Improvement
	29 to 42 days	42 days+	Total	29 to 42 days	42 days+	Total	29 to 42 days	42 days+	Total	29 to 42 days	42 days+	Total	
OPR - North West	6	8	14	4	8	12	-	-	-	-	-	-	-
OPR - North East	2	5	7	0	3	3	-	-	-	-	-	-	-
OPR - South West	12	9	21	2	4	6	-	-	-	-	-	-	-
OPR - South East	3	3	6	1	3	4	-	-	-	-	-	-	-
<b>Total</b>	<b>23</b>	<b>25</b>	<b>48</b>	<b>7</b>	<b>18</b>	<b>25</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

It is important that local accident investigations are completed within timescales, which allows preventive actions to be taken swiftly following an accident to prevent a recurrence.

The health and safety team has not reported late accident investigations to area DACs for the last two quarters of 2018/19 as adjustments to the newly released safety events reporting system (Sphera) are currently being made to implement automated notifications/reminders to staffs involved in investigations. Reporting on this indicator will resume at the end of Q1 2019/20.