



LONDON FIRE BRIGADE

Decision title

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## Monitoring of Health and Safety Performance 2019/2

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Recommendation by  
Assistant Director, Health and Safety

Decision Number  
LFC-0387-D

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Protective marking: **NOT PROTECTIVELY MARKED**

Publication status: Published in full

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### Summary

Report LFC-0387 sets out the Health and Safety update and monitoring report for the year 2019/20, which also includes Quarter 3 and Quarter 4 specific commentary. The report covers performance against a number of key health and safety indicators and measures.

### Decision

That the London Fire Commissioner notes the report and the contents of Appendix 1 and Appendix 2 to report LFC-0387.

**Andy Roe**  
London Fire Commissioner

Date **This decision was remotely signed on Monday 05 October 2020**

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LONDON FIRE BRIGADE

Report title

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## Monitoring of Health and Safety Performance 2019/20

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Report to	Date
People DB	24 June 2020
Operational Delivery DB	1 July 2020
Corporate Services DB	7 July 2020
Commissioner's Board	16 July 2020

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Report by	Report number
Assistant Director Health and Safety	LFC-0387

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Protective marking: **NOT PROTECTIVELY MARKED**

Publication status: Published in full

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### Summary

This is the Health and Safety update and monitoring report for the year 2019/20, 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

That the London Fire Commissioner notes the report and the contents of Appendix 1 and 2.

### Background

1. This is the year 2019/20 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 the 2019/20 performance for the three corporate performance indicators is set out in table 1, with comparative data for 2017/18 and 2018/19. The five year trend indicator reflects

the change in performance since 2015/16. 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

	2017/18	2018/19	2019/20	Target 2019/20	Trend over 5 yrs
				normal	
CO 11: RTCs involving Brigade vehicles	465	495	434	437	▼
CO 12: Injuries from operational incidents	208	159	125	122	▼
CO 13: All RIDDOR <sup>1</sup> injuries	82	75	56	94	▼

<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

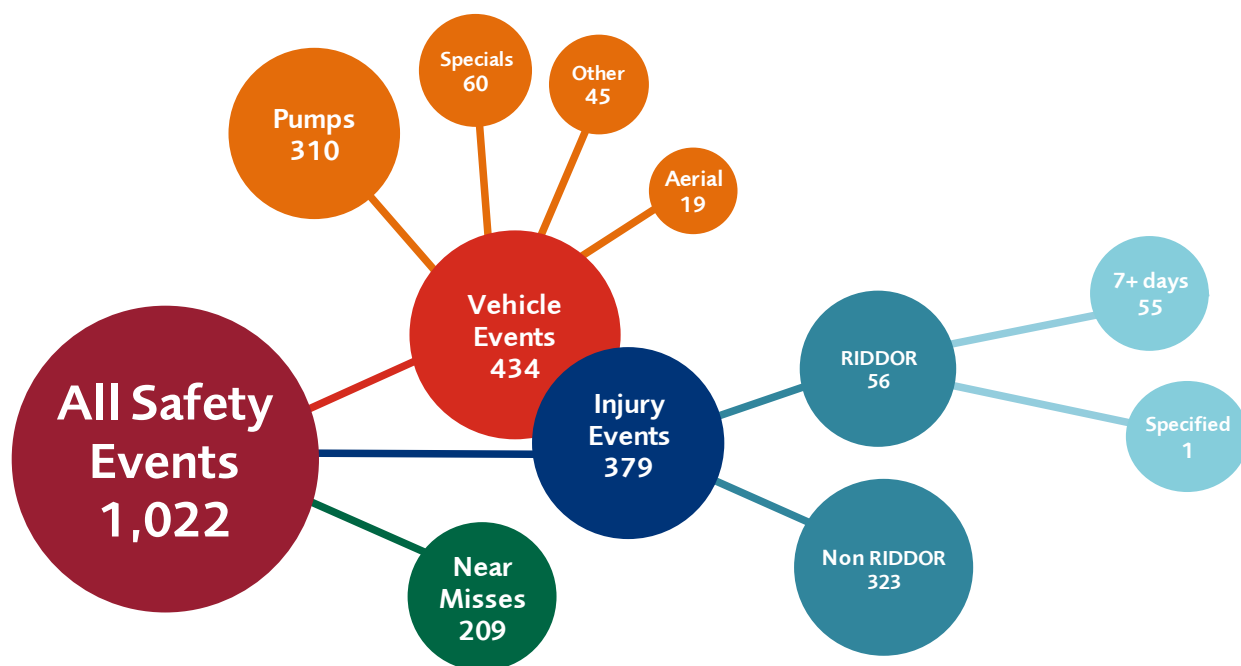
### Performance highlights – corporate indicators

- 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 vehicle events has remained relatively static over the last 5 years and there has been a reduction in vehicle events when compared with 2018/19, and target is being met. The annual performance target for injuries sustained at operational incidents is not being met despite an improvement over the last 12 months. More detailed information for the key indicators for 2019/20 is set out in appendix 1, but highlights are as follows:
  - the total number of **road traffic collisions** (434) indicates the annual performance target is being met with an improvement in performance over the last 5 years;
  - the **injuries from operational incidents** figure has reduced during 2019/20 (125); it is currently marginally 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** (56) is a reduction when compared to the outturn for 2018/19, and it is well below target (94). See appendices 1E and 1F for further detail.

### Safety events overall

- The total number of safety events for 2019/20 was 1,022 (more details in appendix 1A), and this shows a reduction when compared to the same period last year. The long-term trend is a continuation of the reduction in the number of recorded events over the five year period from April 2015/16.
- The overall number of personal safety events (including near-misses) for 2019/20 is 588 (more details in appendix 1A and 1H). Of this total, 379 (64%) involved some form of personal injury and 209 (36%) were near misses.
- All safety events for 2019/20 broken down by type and showing the relationship between different types of event, are shown in the graphic below.

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



### Road Traffic Collisions (includes all vehicle safety events)

9. Of the 434 Road Traffic Collisions (RTCs) recorded during 2019/20, 201 (46%) occurred in non-emergency situations (further data in appendix 1D) and 310 (71%) involved pumping appliances (further data in appendix 1C). Officer cars accounted for 21 (5%) of the RTCs.
10. The RTCs 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 RTCs are classified separately to other injury events in this report because they are excluded from the requirements of RIDDOR. During the period 2019/20, 9 injuries occurred to brigade staff as a result of 8 RTCs. This is lower than the 16 injuries to staff from RTCs reported last year (2018/19) and shows the improvement over the 2017/18 figure (30 injuries to staff) has been maintained. 12 injuries to members of the public in RTCs involving Brigade vehicles were recorded during 2019/20. 12 events were also recorded in 2018/19.
12. It is estimated that Brigade pumping appliances make 1.3 million vehicle movements per annum (pump and pump ladder). When divided by the data for the number of RTCs just involving pumping appliances (310) it equates to approximately one collision in every 4,000 vehicle movements.
13. When RTCs are compared by operational area it is evident that there is some difference, with the North West area having the highest number of RTCs in the period. When the RTCs are translated into a rate (RTCs per vehicle in each area) the rates are relatively consistent across all areas. The table below shows the RTC data by area for 2019/20:

Operations – Area	Number of RTCs	RTCs per vehicle
Operations – NE area	84	1.6
Operations – NW area	131	2
Operations – SW area	102	2
Operations – SE area	82	1.7

14. Specifically during Q3 and Q4 2019/20, there were 209 RTCs, of which:
  - 151 involved pumping appliances (further data in appendix 1C); and
  - 115 (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 the Brigade's undertaking).
16. During 2019/20, 379 injuries were reported (further data in appendix 1A), of which 56 injuries (15%) were reported as RIDDOR injuries to the HSE (further data in appendix 1E).
17. 26 RIDDOR events occurred at operational incidents during the 2019/20 period (further data in appendix 1H). This is a 38% reduction when compared with last year (42 RIDDOR injuries). The principal causes for personal injuries during operational activities over the period were:
  - **Manual handling**
    - Total injuries = 36 injuries
    - **RIDDOR reportable = 7 injuries**
    - Non-RIDDOR or No lost time injuries = 29 injuries
  - **Slip/trip/fall**
    - Total injuries = 21 injuries
    - **RIDDOR reportable = 7 injuries**
    - Non-RIDDOR or No lost time injuries = 14 injuries
  - **Struck by moving objects**
    - Total injuries = 15 injuries
    - **RIDDOR reportable = 4 injuries**
    - Non-RIDDOR or No lost time injuries = 11 injuries
  - **Exposure to heat/fire (includes burns and heat exhaustion)**
    - Total injuries = 7 injuries
    - **RIDDOR reportable = 1 injury**
    - Non-RIDDOR or No lost time injuries = 6 injuries
  - **Falls from height**
    - Total injuries = 3 injuries
    - **RIDDOR reportable = 1 injury**
    - Non-RIDDOR or No lost time injuries = 2 injuries
18. There was a 25% reduction in the number of injuries reportable under RIDDOR in 2019/20 when compared to 2018/19. This figure is well below the target of 94 events set for the year. RIDDOR injuries represent 15% of all injury events.
19. The overall number of injuries reported (379) has reduced by 6% when compared to the same period the previous year during which 402 injury events were reported.
20. The table below shows the RIDDOR injury event data and RIDDOR incidence rate by operational area for the last five financial years.

	2015/16	2016/17	2017/18	2018/19	2019/20	2015/16	2016/17	2017/18	2018/19	2019/20	Trend over 5 years
	RIDDOR Numbers					RIDDOR Incidence rate					
<b>North East</b>	33	14	17	20	19	2,900	1,312	1,614	1,986	1,837	▼
<b>North West</b>	20	22	28	17	16	1,629	1,809	2,366	1,395	1,299	▼
<b>South East</b>	24	15	24	18	14	2,123	1,363	2,247	1,643	1,301	▼
<b>South West</b>	14	16	12	17	5	1,384	1,612	1,228	1,722	502	▼
<b>Average</b>	23	17	20	18	14	2,009	1,524	1,798	1,686	1,234	▼

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 Assurance Team, 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 2019/20 (209) has increased by 19% when compared to the 2018/19 outturn (see appendix 11). The number of near misses reported has increased since the introduction of the new near miss reporting process in October 2018, which introduced a shorter and more user friendly near miss reporting form.
26. 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.

### Leading indicators

27. 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.

28. More detailed information for the leading indicators are set out in appendix 2 but the highlights are as follows:
- The number of late **local accident investigations** stood at 182 investigations outstanding at the end of Q4 2019/20. This is high and the health and safety team are focussing on reducing this number. As such, there was a significant reduction at the end April 2020 at 142 investigations (-22%), and this work continues (See appendix 2A); and
  - for **health and safety audit**, a new 3-year audit cycle was started in the year and 42 audits of fire stations have been completed. None of the stations audited scored below 80% and the majority showed improvement over their last audit (See appendix 2B).

### **Preventive initiatives and interventions**

29. The Health and Safety department continue to work on a range of preventive initiatives and interventions, including:
- **Reducing risk from coronavirus (SARS-CoV-2) infection at work.** In the latter part of 2019/20 (continuing into 2020/21) a great deal of work was focussed on assessing and managing the risks to staff from coronavirus, both in existing fire and rescue service operations and in new operations to support the London Ambulance Service and others. Together with Operational Policy and Assurance, Property, Procurement, People Services, Fire Stations and Strategy and Risk a range of control measures were identified and implemented to reduce the risks to staff. Brigade risk assessments and operational guidance were used to inform the national guidance for managing the risk from coronavirus through the National Fire Chiefs Council (NFCC).
  - **Reducing risk from 'contaminants'.** In conjunction with Operational Policy and Assurance 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/personal protective equipment (PPE) and operational equipment) and the correct use of respiratory protective equipment (RPE). 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 started. The aim is to assess staff exposure to the by-products of combustion when attending fire incidents. The first phase of the project was completed in February 2020 with the monitoring of fire investigation officers on the fire ground. The next phase, which will commence in Q2 2020/21, will focus on the monitoring of firefighters and officers undertaking tasks outside the hazard zone.
  - **Monitoring of Brigade drivers' exposure to diesel fumes.** In collaboration with Kings College London 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 was 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. This study has been completed and the summary findings are that firefighters had the lowest exposure to diesel emissions of the range of occupations tested and exposures while not driving were also low. However, Lambeth River station was seen to have elevated exposure and this warrants further examination.

- **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 computer-based training (CBT) package for all station-based personnel was made available in August 2018. To date 25% (1,203) of station-based personnel have completed all four modules of the CBT package. Health and Safety will provide regular updates to Area DACs and area performance teams to ensure all food handlers are swiftly enrolled.
- **Identification and assessment of risks at fire stations.** The health and safety team carry 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 commanders 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

30. The integrated Health, Safety and Environmental premises audits represent one of the Brigade's established leading indicators.
31. A new 3-year audit cycle began in Q1 2019/2020 during which all Brigade premises will be audited. To date 42 audits have been completed and recorded using our new health and safety audit recording system (More details are available in Appendix 2B). A mobile application has recently been developed and will be used to conduct audits for the year 2020/21. The mobile application makes auditing more efficient, particularly improving time to produce the final report.
32. The main findings are as follows:
  - (a) Incorrect waste disposal arrangements,
  - (b) PPE not stored or marked correctly,
  - (c) Lockers not secured,
  - (d) Many items missed during portable appliance testing,
  - (e) Broken items found in storage rooms that should be disposed of,
  - (f) First aid boxes with out of date products, and
  - (g) Training towers often found to be unlocked.
33. All premises scoring below 80% compliance are re-visited within 3 months.

### 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 HML team to view the operational equipment used by the Brigade along with discussions with trained operatives. This is to increase awareness of our equipment, procedures and working methods, which should enable them to give more pertinent advice to the Brigade and patients.
35. A competent senior safety advisor continues to be made available to attend meetings and provide advice to HML and the Wellbeing team. The ongoing firefighter recruitment process provides a



significant number of cases to be considered by the 'medical panel' where the health and safety advice feeds into the decision-making process.

36. A joint project has started between health and safety, wellbeing and the chief medical officer to match individual job role characteristics with the demands that will be placed on the employee's undertaking such roles. This will encompass physical demands as well as the psychological pressures a particular job role will involve. This long-term project will hopefully result in a better match of individuals against any specialisms that will be required from them.
37. The recently introduced Enhanced Routine Periodical Medical (ERPM) is now being provided for Brigade staff who are exposed to real fire training environments for extended periods. It is intended that the provision of this more comprehensive health check will be offered to operational staff within other higher risk groups when practical.

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

38. The Brigade Management have continued to meet regularly during Q3 and Q4 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.
39. In the latter half of 2019/20 consultation has been prioritised for a range of items that are particularly important following outcomes from the Grenfell fire and the HMICFRS inspection including High Rise, Fire Survival and Evacuation policies. Prioritisation of these important issues has led to some delays on other items. Additionally, due to the COVID-19 pandemic the meeting in March 2020 took place by teleconference and as some of the side meetings were cancelled at short notice, this has led to further delays in a number of items being closed. In 2019/20 the committee opened a total of 54 new items and closed 27.

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

40. The HSE conducted inspections of 6 Fire and Rescue Services (Scottish FRS; West Midlands FRS; North Wales FRS; Manchester FRS; West Yorkshire FRS; Devon and Somerset FRS) in the latter half of 2018/19. The HSE described these inspections in broad terms as proactive management inspections to assess the effectiveness of risk control systems. The HSE used small inspection teams and spent a limited amount of time in each service and as such they have intimated that their findings should be treated as 'indicative' rather than 'definitive'. They focussed on specific topics, including:
  - Training and competence (Maintenance of skills);
  - Identification and communication of operational risks, and
  - Dissemination of lessons learned.
41. In summary the HSE stated that the inspections had generally been positive, that FRS's had effective systems in place to manage risks and that there were indicators of good practice. They saw evidence that FRS's understand risk and risk control but they stated that there is still an over reliance on paperwork and 'tick box' processes to manage health and safety. They saw evidence

that leading indicators for health and safety performance were being used but that they needed refinement as it was not always clear that they were linked to priorities.

42. The HSE highlighted a number of areas where performance may need to be improved or where systems did not appear to be effective, including:
  - i) There was not always evidence of monitoring of the training delivered on fire stations;
  - ii) Lessons learned were not always being shared in a timely fashion;
  - iii) There was not always evidence of 'closing the loop'; where people are encouraged to report, need to take action and ensure actions are effective;
  - iv) The collection of site-specific risk information was unstructured and there was only limited evidence that FRSs were trying to prioritise based on risk;
  - v) There is sometimes an overcomplicated approach to risk assessment;
  - vi) The use of E-learning was criticised by some staff, and
  - vii) There is an over-reliance on staff goodwill and 'going above and beyond', particularly in relation to retained duty staff.
43. The HSE have stated that they will not be producing a report following the inspections. Instead they have provided feedback through a presentation to the NFCC Health and Safety Committee and through a filmed seminar, hosted by Scottish FRS at Cambuslang, which is available on ['youtube'](#). The HSE asked each FRS involved in the inspection to present on an area of best practice including operational assurance, training and competence and site-specific risk information. The HSE do not intend to take any further action with any of the FRS's inspected.
44. In Q2 2019/20 a complaint was made to the HSE by a trade union representative in relation to the Brigade's management of asbestos risk at operational incidents. As a result Brigade staff met with the HSE and provided a response in relation to the complaint. The HSE were broadly satisfied that risk control measures and training in this regard were satisfactory. The Brigade have however committed to making minor amendments to its operational policy, which was already under review, and to ensure that incident commanders are reminded of the procedures for the management of asbestos at operational incidents.

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

45. 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.
46. There were no significant changes to the legislation relevant to the Brigade during this reporting period.

## **Health and safety training**

47. 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.
48. 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. This was successfully piloted in Q2 2019/20 and will be rolled out to relevant operational staff via Operational News 39 in June 2020.

## Conclusions

49. For 2019/20, performance on the key indicators showed that:

**CO 11:** RTCs involving Brigade vehicles has reduced and was green status at the end of the period (actual - 434 and target - 437);

**CO 12:** the injuries from operational incidents has also reduced but the target is not currently being achieved (actual - 125 and target - 122), and

**CO 13:** the all RIDDOR injuries total is being met and is well below the target (actual - 56 and target - 94).

## Finance comments

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

## Workforce comments

51. 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

52. Under section 9 of the Policing and Crime Act 2017, the London Fire Commissioner (the "Commissioner") is established as a corporation sole with the Mayor appointing the occupant of that office. Under section 327D of the GLA Act 1999, as amended by the Policing and Crime Act 2017, the Mayor may issue to the Commissioner specific or general directions as to the manner in which the holder of that office is to exercise his or her functions.

53. This is a performance monitoring report for noting only, therefore no direct legal implications arise.

54. 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.

55. 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.

56. 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 to the Brigade remain efficient and effective.

## Sustainability implications

57. 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

58. The London Fire Commissioner and decision takers are required to have due regard to the Public Sector Equality Duty (s149 of the Equality Act 2010) when taking decisions. This in broad terms involves understanding the potential impact of policy and decisions on different people, taking this into account and then evidencing how decisions were reached.
59. It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.
60. The protected characteristics are: Age, Disability, Gender reassignment, Pregnancy and maternity, Marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), Race (ethnic or national origins, colour or nationality), Religion or belief (including lack of belief), Sex, Sexual orientation.
61. The Public Sector Equality Duty requires us, in the exercise of all our functions (i.e. everything we do), to have due regard to the need to:
  - a) Eliminate discrimination, harassment and victimisation and other prohibited conduct;
  - b) Advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it, and
  - c) Foster good relations between people who share a relevant protected characteristic and persons who do not share it.
62. Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
  - a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic;
  - b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it, and
  - c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
63. The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
64. Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
  - a) Tackle prejudice, and
  - b) Promote understanding
65. This report is consistent with the Brigade's aims under the Diversity Policy and Equality at Work – Code of Practice 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**

<b>Appendix</b>	<b>Title</b>	<b>Protective Marking</b>
1.	Performance against a number of key indicators for 2019/20	Not Protectively marked
2.	Leading indicators for 2019/20	Not Protectively marked

**All safety events**

<u>Appendix 1A – All safety events</u>	<u>14</u>
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**Road traffic collisions (includes all vehicle events)**

<u>Appendix 1B – RTCs involving Brigade vehicles (CO 11)</u>	<u>16</u>
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<u>Appendix 1C – RTCs - type of Vehicle</u>	<u>20</u>
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<u>Appendix 1D – RTCs – on/off 'Blue Light'</u>	<u>22</u>
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**Personal events**

<u>Appendix 1E – All RIDDOR injuries (CO 13)</u>	<u>24</u>
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<u>Appendix 1F – RIDDOR events – severity Level</u>	<u>27</u>
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<u>Appendix 1G – Injury events – top 2 causes</u>	<u>29</u>
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<u>Appendix 1H – Injuries from operational incidents (CO 12)</u>	<u>31</u>
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<u>Appendix 1I – Near Misses</u>	<u>33</u>
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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
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	1,094	1,054	1,058	1,078	1,080	1,073
2019/20	1,080	1,078	1,069	1,033	1,014	1,020	1,017	1,020	1,020	1,018	1,035	1,022

## INJURY EVENTS (rolling 12 month figures)

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
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	414	397	402
2019/20	400	405	399	388	385	384	386	384	379	374	391	379

chart 1 : rolling 12 months

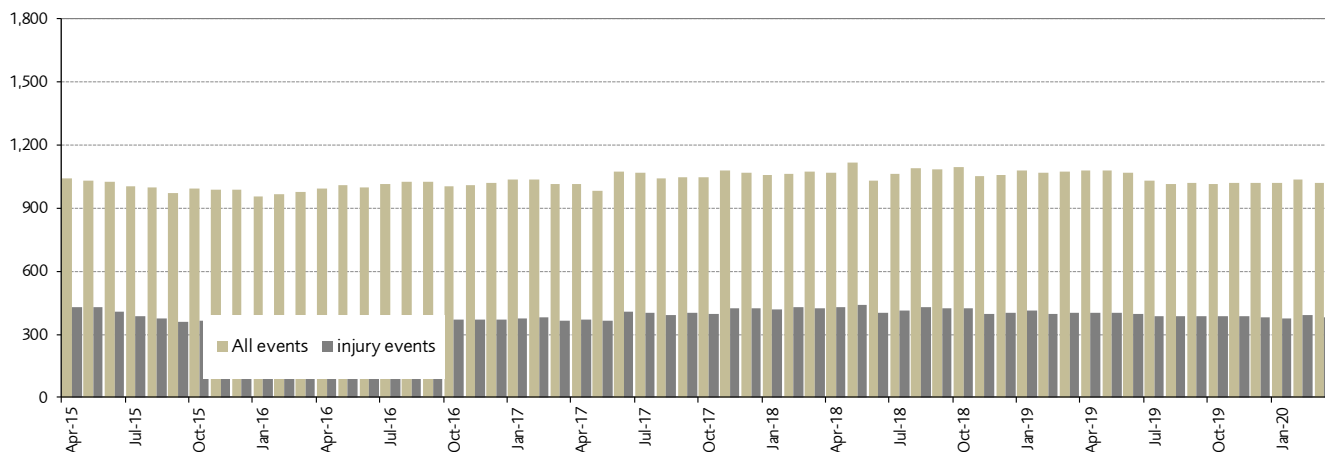
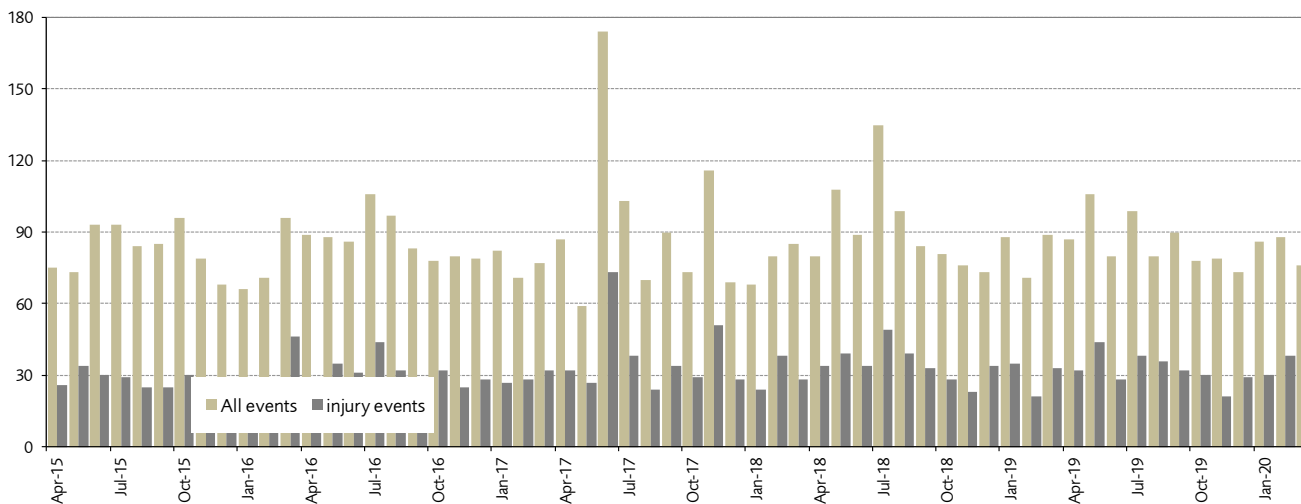


chart 2 : monthly



## **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 BRIGADE 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 2019/20 (1,022) shows a slight drop when compared to the same period last year. The number of events has plateaued over the last five years.

There has been a 6% reduction in the number of injury events recorded in 2019/20 when compared to the year before (2018/19).

Of the 120 injury events that occurred during training activities during 2019/20, 54 (45%) 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 2019/20 period, Health and Safety continued with proactive work to reduce risks on fire stations conducting HSE audits. Recommendations for improvement were made to the person in control of the premises through detailed reports.



## RTCs involving Brigade vehicles

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

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	target
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	514	500	498	496	500	495	460
2019/20	490	479	471	446	432	439	433	439	440	439	437	434	437

chart 1 : rolling 12 months

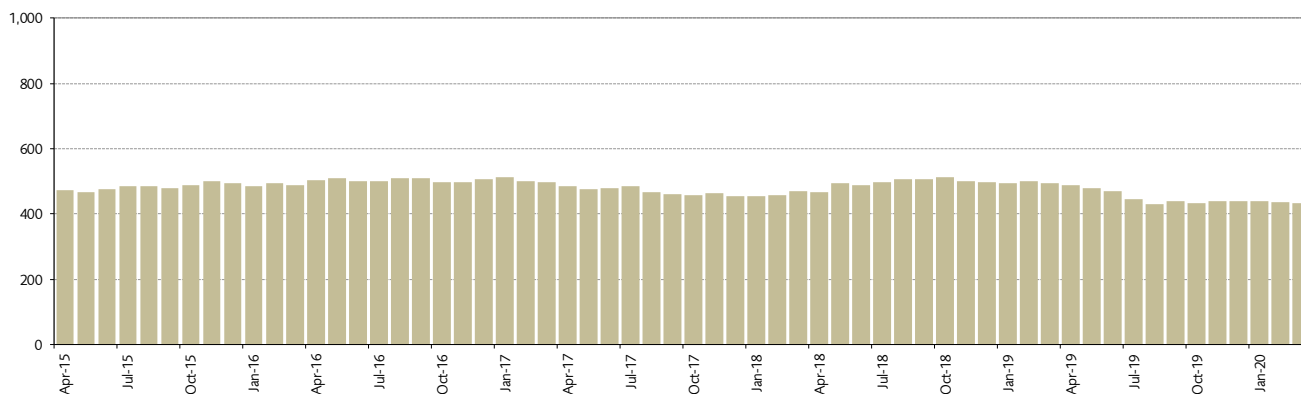
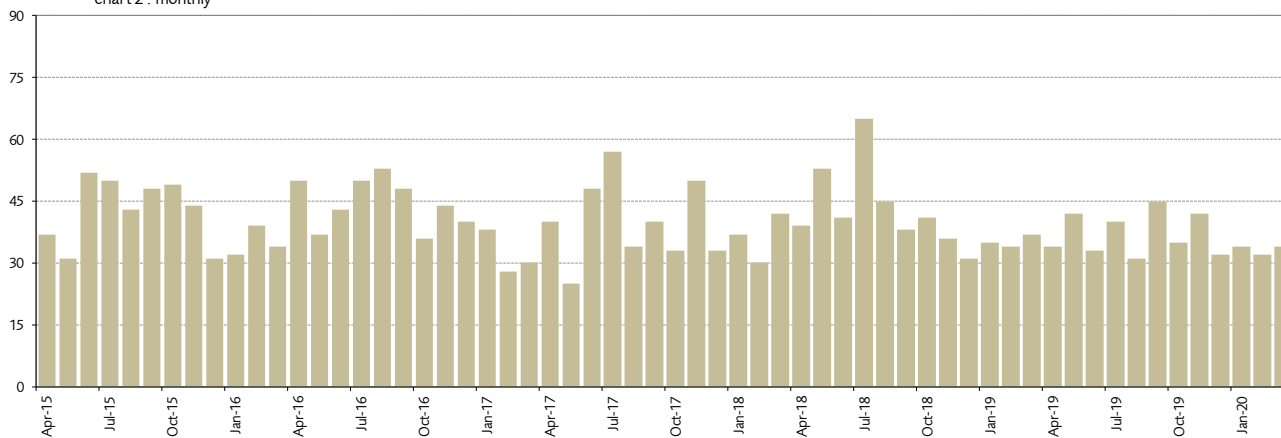


chart 2 : monthly



## 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 RTCs 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 2019/20 at 434 vehicle events represents a drop of 12% when compared to 2018/19 during which 495 events were reported. This indicator is currently below the target of 437 RTCs.

The number of events involving pumping appliances 2019/20 (310) has decreased by 18% (68 events) when compared to the figure at the end of 2018/19.

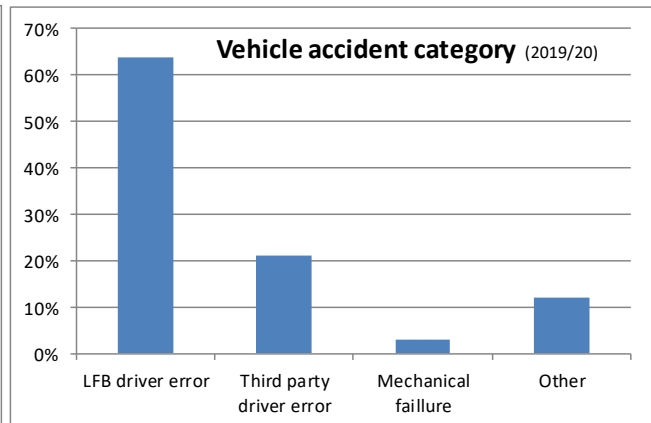
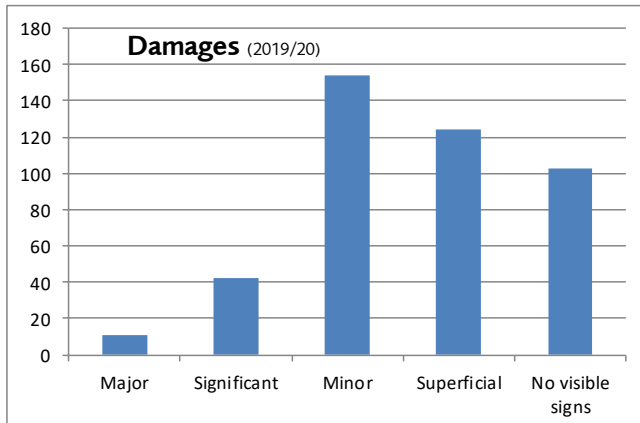
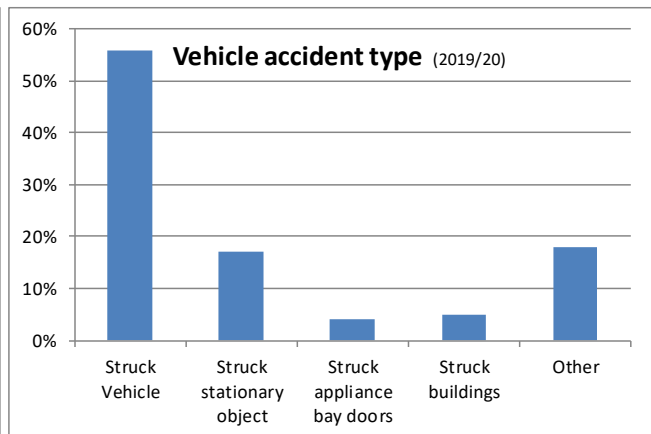
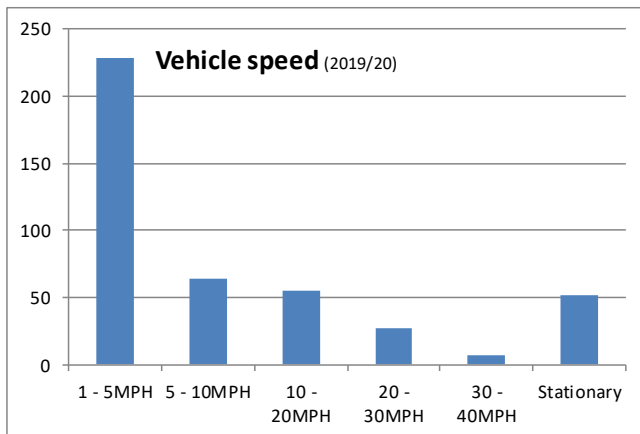
Vehicle type	Number of RTCs 2015/16	Number of RTCs 2016/17	Number of RTCs 2017/18	Number of RTCs 2018/19	Number of RTCs 2019/20
Pumping appliances	381	376	352	380	310
Special appliances	52	76	56	62	60
Aerials	22	11	29	28	19
Other vehicles (includes vans and officer cars)	34	34	32	30	45

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.

	2015/16	2016/17	2017/18	2018/19	2019/20
Responding to emergency	7	5	5	8	11
Not responding to emergency	3	6	1	4	1
Fire appliances (including FRU&ALP)	9	10	6	10	11
• Collisions with cars	7	6	5	5	7
• Collisions with motorcycles/cycles	2	1	0	4	0
• Collisions with pedestrians	0	2	1	1	4
Officers' cars / vans	0	1	0	2	1
Total injuries	10	11	6	12	12

The total number of injuries to members of the public has remained the same than the number reported during the previous reporting period. There were no fatal injuries.

The graphs below provide more details about RTCs that occurred during 2019/20.



During the period, most events were collisions with third party vehicles and street furniture occurring at low speed and causing minor damage to Brigade vehicles.

The majority of RTCs (64%) were due to Brigade driver errors. Actions to prevent recurrence included discussions and briefings to drivers and crew members reminding them of their responsibilities and Brigade policies, personal development plans, and disciplinary measures.

### **Performance Management**

Continued efforts are being made to drive down the number of vehicle events across the Brigade. Driving policy and training has been reviewed; vehicle event trends and driver behaviour were considered as part of that review. The 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.

A new Management of Occupational Road Risk (MORR) group started in the year with a view to bring together a range of stakeholders including Operational Policy and Assurance, Health and Safety, Fleet, Training and Fire Stations to specifically discuss how road risk (including RTCs) can be further reduced.

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 vehicle events.

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. This focus has helped to reduce the number of vehicle events over the last few years. Managers at stations ensure that there are suitable plans in place to prevent, as far as possible, the occurrence of all types of vehicle events. 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
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	372	380	380
2019/20	377	367	360	342	325	321	320	318	319	318	309	310

### SPECIALS (rolling 12 months)

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
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	67	65	63	63
2019/20	57	56	55	52	51	55	55	58	59	58	64	60

### AERIALS (rolling 12 months)

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
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
2019/20	26	26	25	25	27	27	23	25	22	20	18	19

### OTHER VEHICLES (rolling 12 months)

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
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	34	29	28	30	28	28
2019/20	29	29	30	26	28	35	34	37	40	43	46	45

chart 1 : rolling 12 months

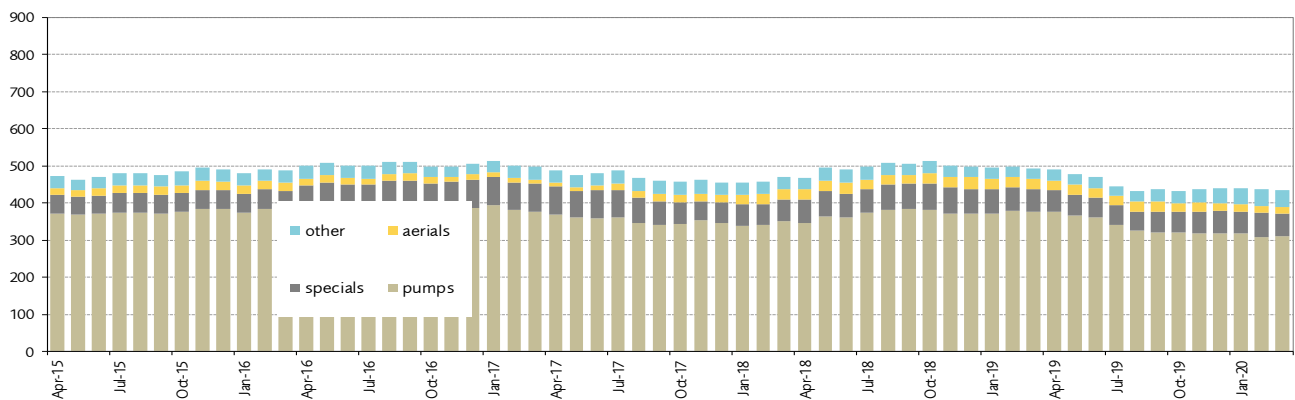
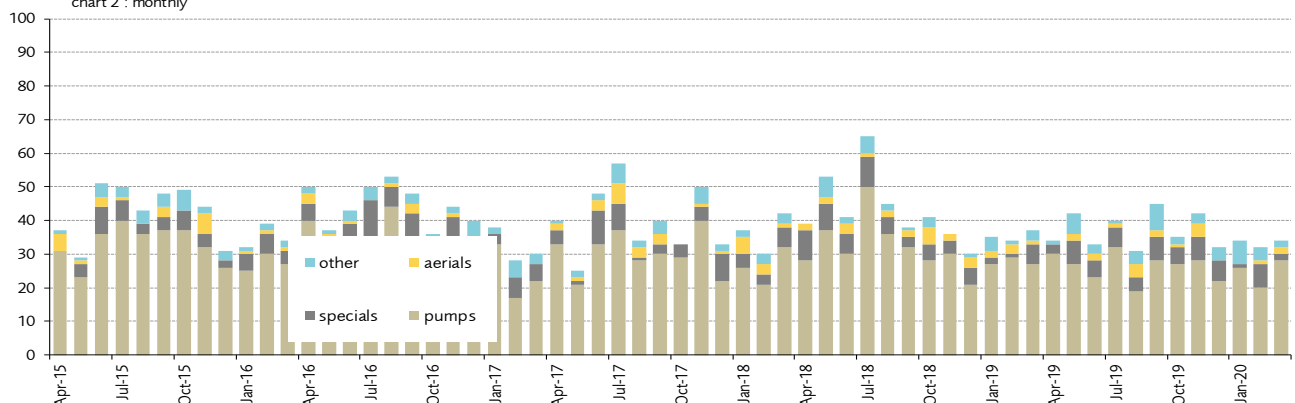


chart 2 : monthly



### **Indicator Description**

The tables and graphs display the number of vehicle events recorded across the 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 events 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).

### **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
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	200	199	205	207
2019/20	210	212	210	206	204	212	212	219	221	228	228	233

## NON EMERGENCY EVENTS (rolling 12 months)

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
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	312	300	298	297	295	288
2019/20	280	267	261	240	228	227	221	220	219	211	209	201

chart 1 : rolling 12 months

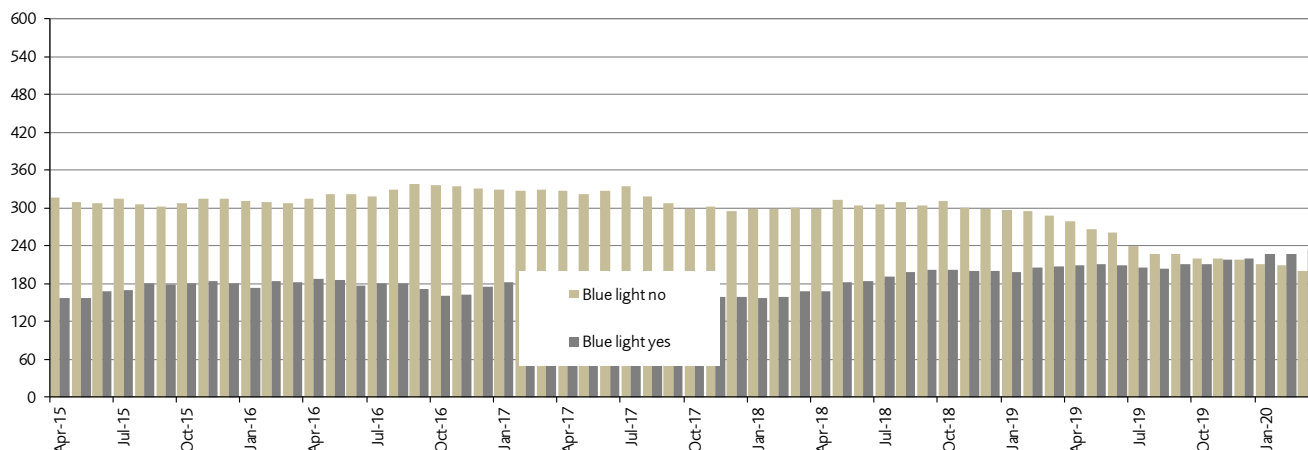
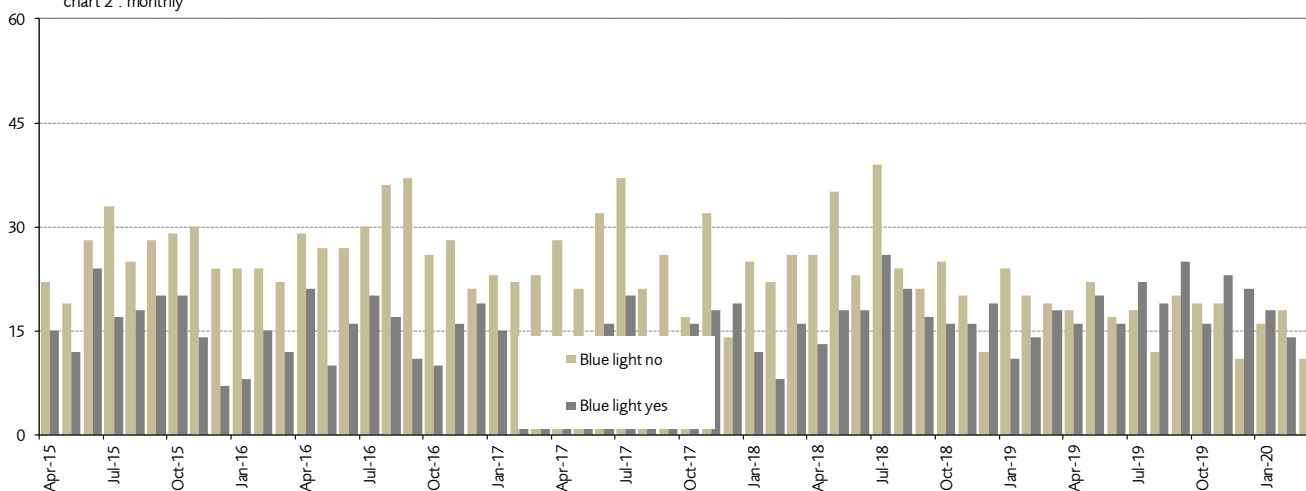


chart 2 : monthly

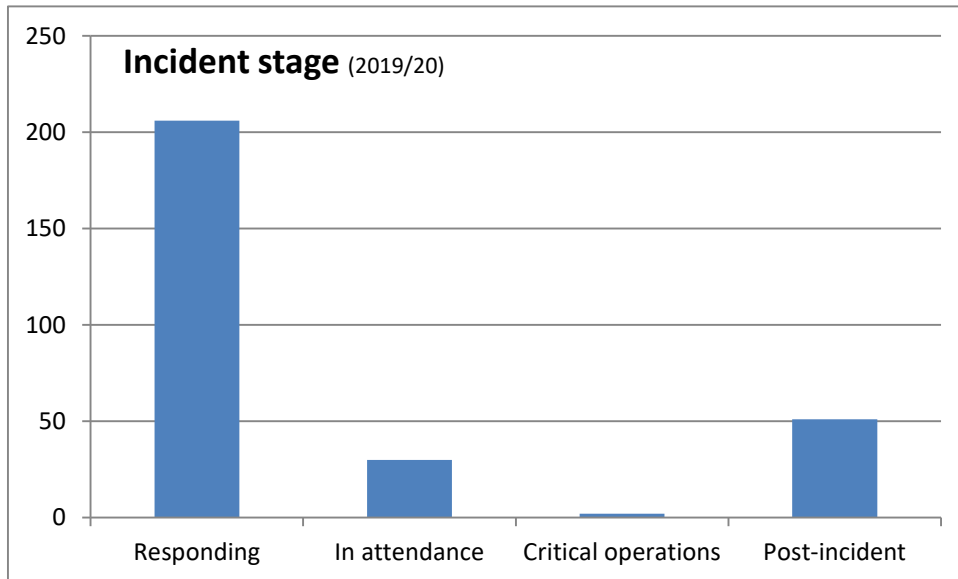


## **Indicator Description**

The tables and graphs display the number of vehicle events 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. However, this trend has changed during 2019/20. The number of RTCs has increased by 12% when compared to the figure at the end of 2018/19. There was however a 30% reduction in the number of RTCs in non-emergency circumstances during 2019/20.

During the period, most RTCs under blue light occurred while responding to incidents as indicated in the chart below.



## **Performance Management**

The number of vehicle events under emergency (and non-emergency) conditions is monitored through the Safety Event Reporting Database (SERD).

The 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
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
2019/20	68	64	59	56	59	56	60	58	61	54	58	56	94

chart 1 : rolling 12 months

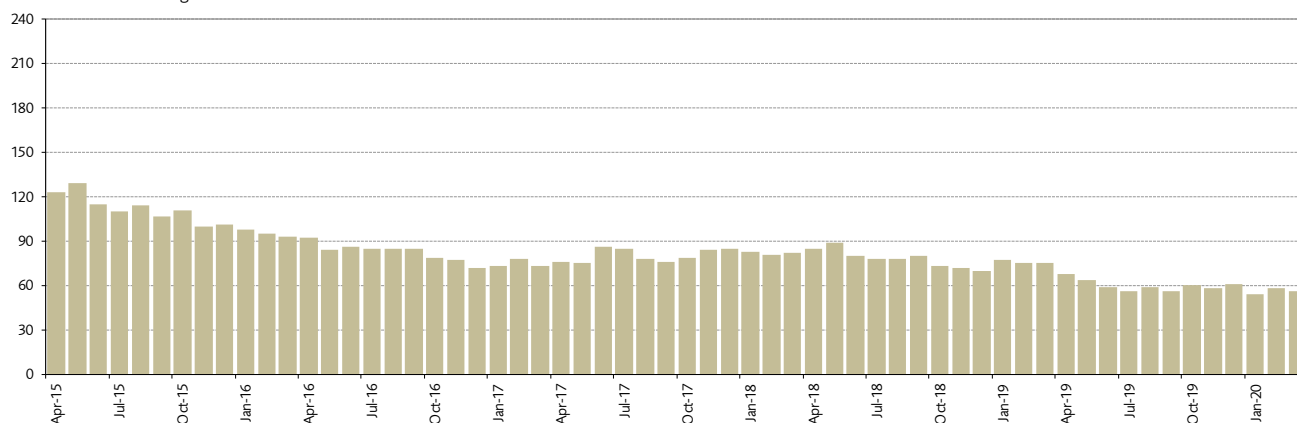
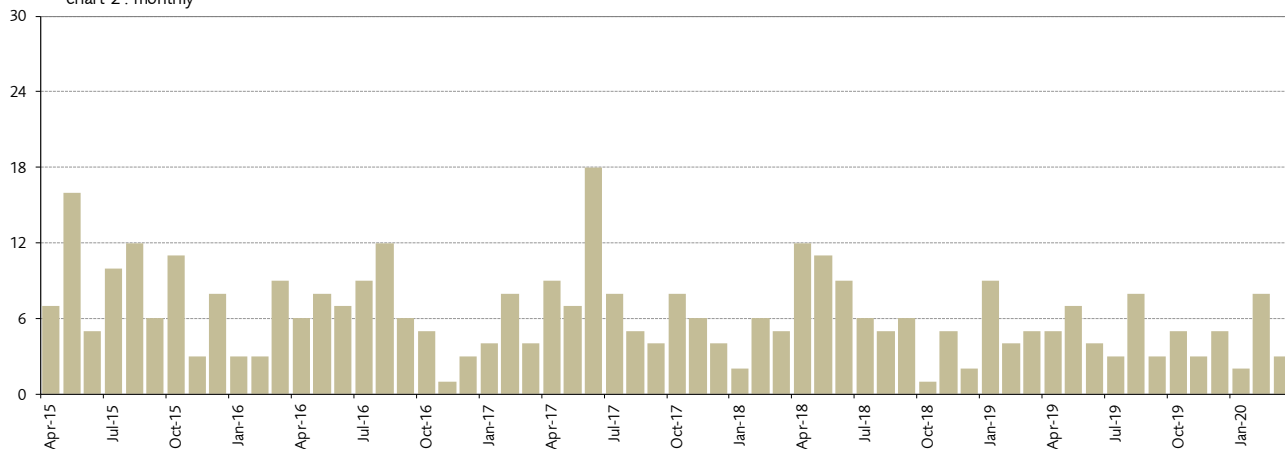


chart 2 : monthly



## 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 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 2019/20 (56) is lower than the performance for 2018/19 when 75 events were reported. The five year trend remains one of improvement; RIDDOR events have fallen by 57 per cent when compared to the figure at the end of May 2015. The number of specified injuries reported under RIDDOR has dropped. One injury event was reported as a specified injury during the period where an FRS member of staff fractured her foot tripping in a meeting room.

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 2019/20, broken down by quarter, is shown below:

	Accident type	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	Total
<b>Operational staff</b>	Operations	8	5	7	6	26
	Training	3	4	2	3	12*
	General	5	5	3	4	17
	<b>Total</b>	<b>16</b>	<b>14</b>	<b>12</b>	<b>13</b>	<b>55</b>
<b>FRS staff</b>	<b>Total</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>

\* 2 RIDDOR injuries occurred at Babcock led training sessions 2019/20. These two events are crushed finger injuries during USAR training.

The number of RIDDOR events has reduced during 2019/20, when compared to 2018/19.

	Q1	Q2	Q3	Q4
<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
<b>2019/20</b>	16	14	13	13

## 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.

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. It allows near miss reporting by all staff (anonymously if they wish) directly to the safety event database. There was an increase in the number of near miss event reported during the period (See appendix 11 for more details).

# RIDDOR events - severity level

## 7+ DAYS (rolling 12 months)

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
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
2019/20	61	57	52	50	54	53	56	55	58	52	56	55

## SPECIFIED INJURIES (rolling 12 months)

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
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	4	5	5	6	7
2019/20	7	7	7	6	5	3	4	4	3	3	2	1

chart 1 : rolling 12 months

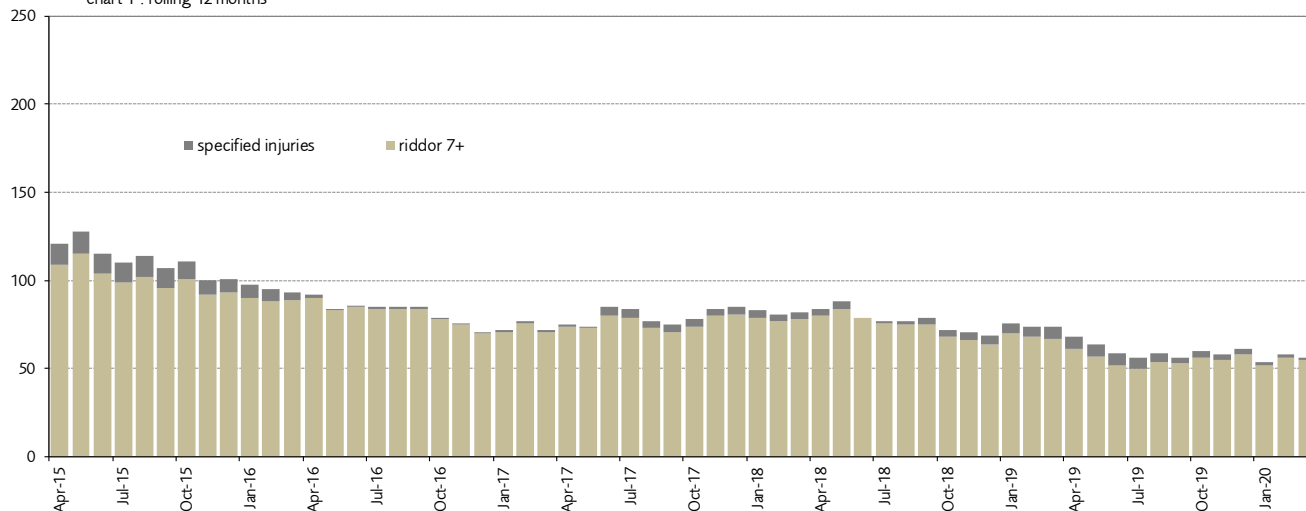
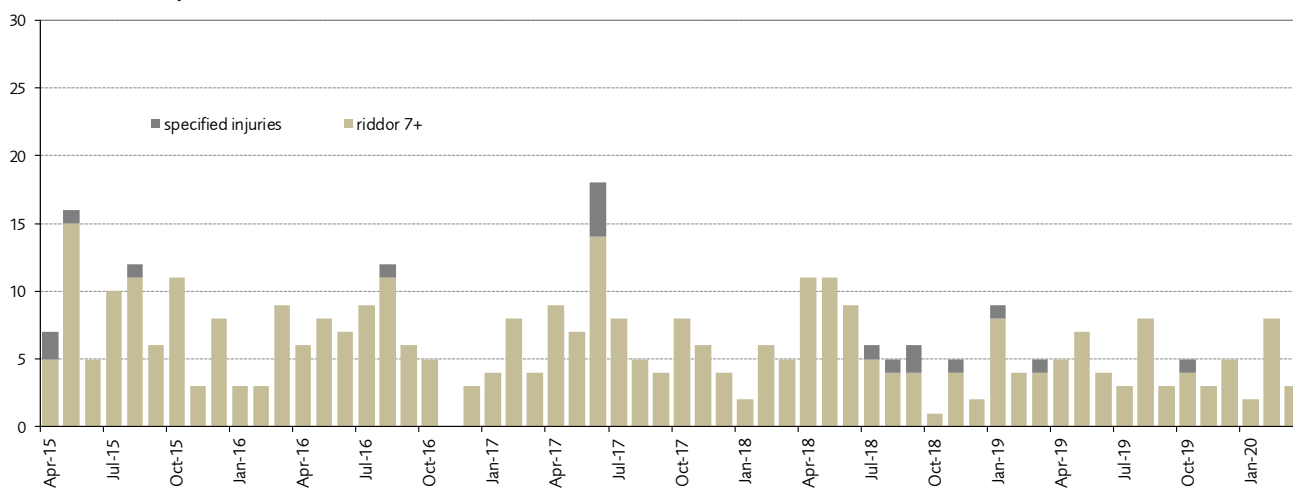


chart 2 : monthly



## **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 2019/20, one safety event was reported as 'specified' injury to the HSE. A FRS member of staff broke her foot tripping on Brigade premises.

For those incidents categorised as '7+ days', the figure of 56 for 2019/20 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 56% when compared with the high point of 129 which occurred in 2015/16.

## **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
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	81	76	76
2019/20	71	66	62	53	46	46	50	46	47	48	49	51

### MANUAL HANDLING (rolling 12 months)

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
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	92	85	88	93	90	95
2019/20	97	104	102	96	101	106	106	108	108	106	113	105

chart 1 : rolling 12 months

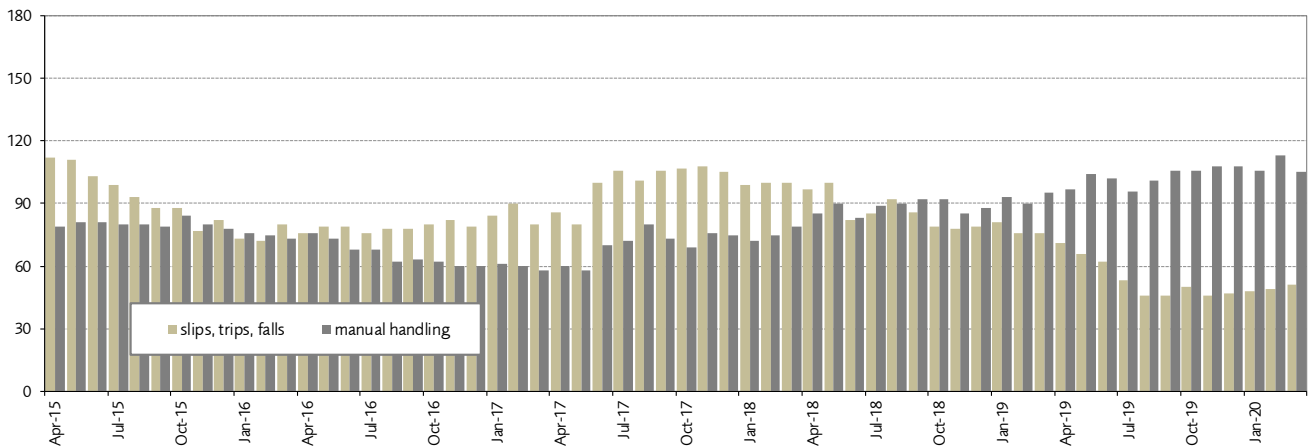
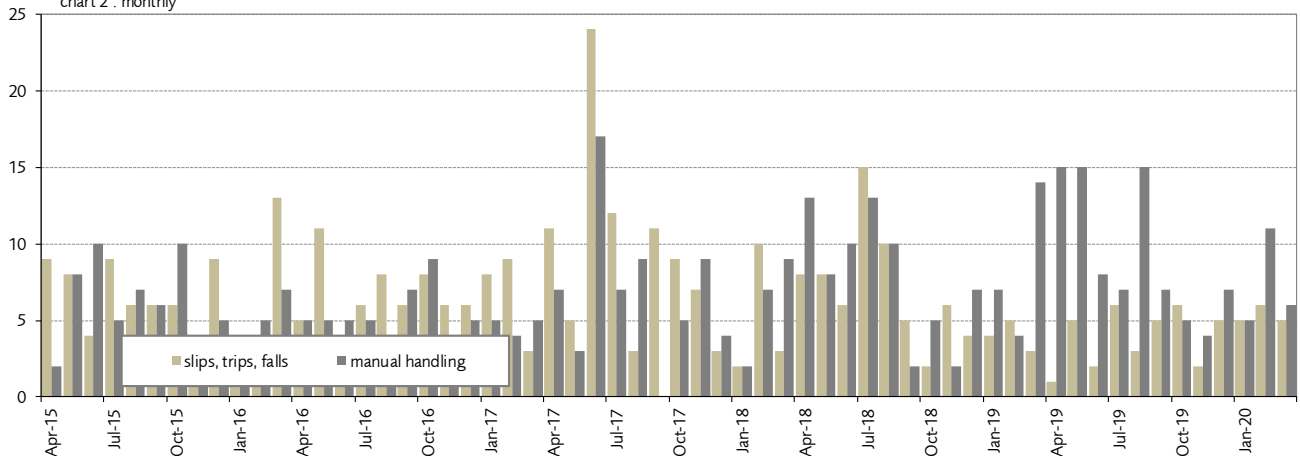


chart 2 : monthly



## **Indicator Description**

Slips, trips, falls and manual handling remain the two largest causes of injury events across the Brigade. Together these accounted for 41% of all injuries recorded during 2019/20. The tables and graphs display the number of these injuries recorded across the Brigade.

There has been a 10% increase in the number of manual handling events when compared to the same period last year and a 33% reduction in the number of slips/trips/falls events.

During 2019/20, the majority of manual handling injuries (45%) 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.

21 (41%) slips, trips and falls injuries occurred on the incident ground during 2019/20 and were caused by uneven floor surfaces, debris, stairs and while mounting/dismounting fire appliances. Other injuries occurred on Brigade premises (19 injuries) and during training (10 injuries).

## **Performance Management**

We continue to undertake premises slips and trips risk assessments reactively to identify and record the causes of slips and trips injuries 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 patient/casualty handling.

The health and safety team continue to work with colleagues in Training and Professional Development 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
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	171	173	151	147	157	155	163	135
2019/20	165	169	160	154	149	147	147	144	146	138	135	125	122

chart 1 : rolling 12 months

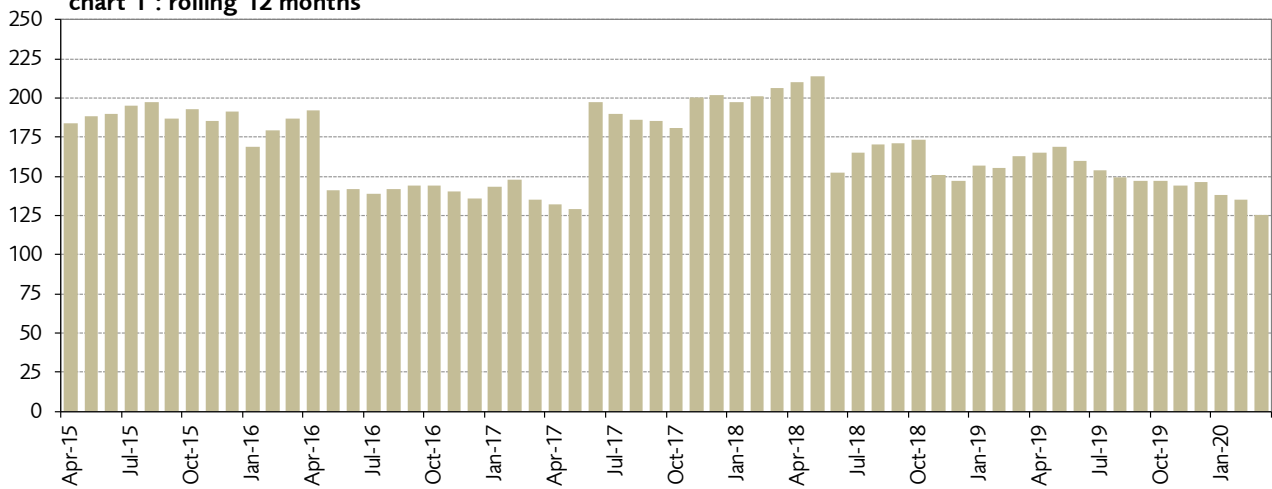
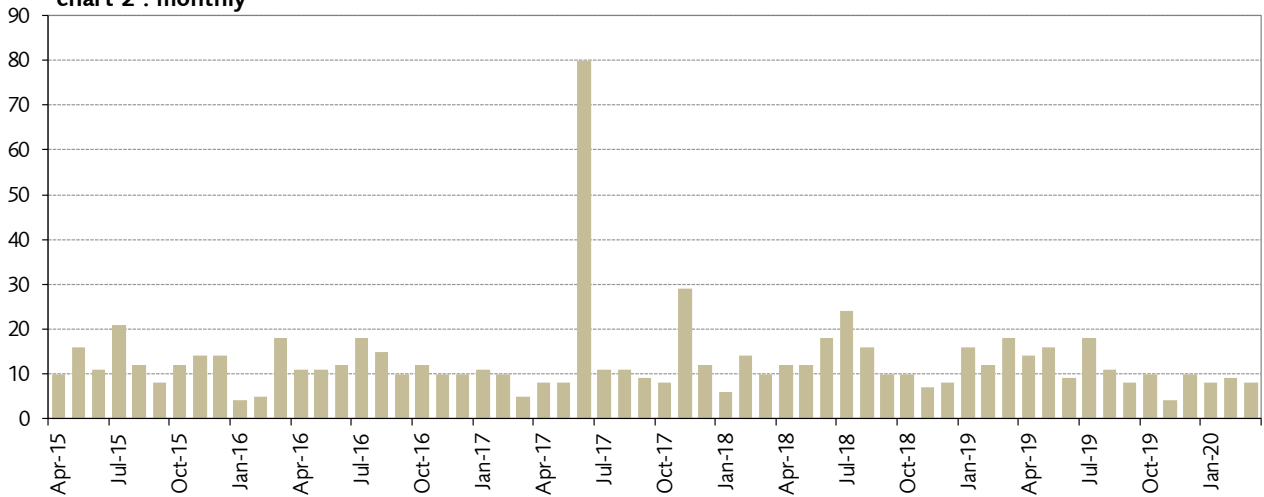


chart 2 : monthly





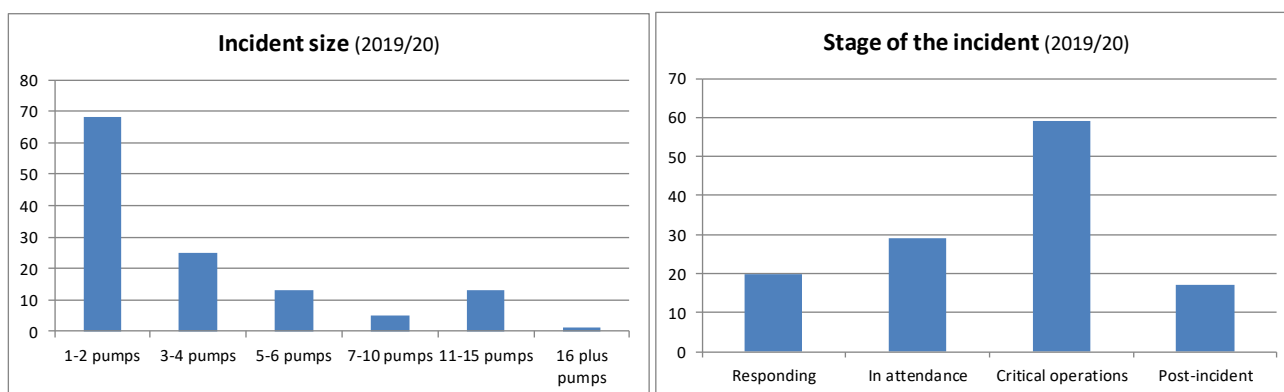
## **Indicator Description**

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 33 per cent of the total number of injuries and are the main cause of RIDDOR events. During 2019/20, 26 operational RIDDOR events were reported representing 46 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 17 per cent (21 events) and 29 per cent (36 events) of all operational injuries reported in 2019/20.

The graphs below indicate that during the period most operational injury events occur at critical stage of operations. They also show that most operational injuries occurred during smaller incident which is partly explained by the fact that they are the type of incident we attend the most.



The target of 122 events for this performance indicator was not achieved during the period but the figure of 125 events represent a 23 per cent improvement in performance compared to 2018/19.

## **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.

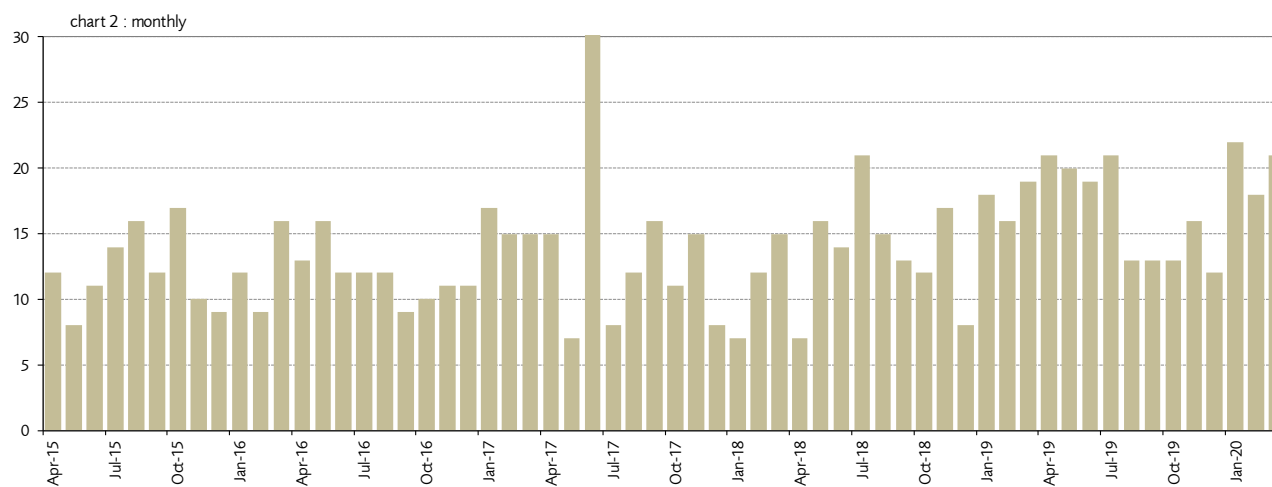
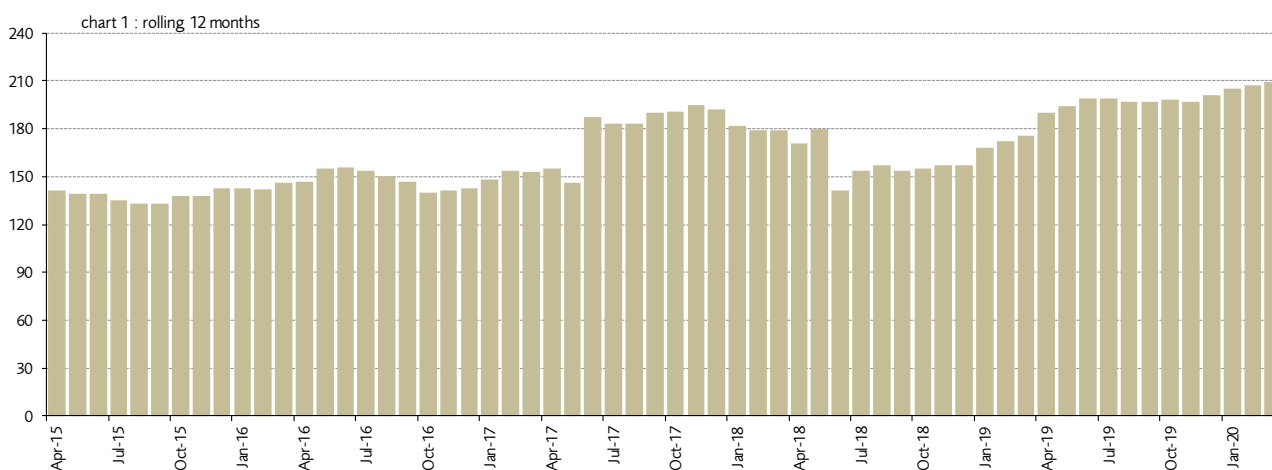
The Safety Officer role at incidents is critical for hazard awareness and management at incidents. This role is also under review, which will include an analysis of training needs.

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.

## Near miss events

Near misses

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
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
2019/20	190	194	199	199	197	197	198	197	201	205	207	209

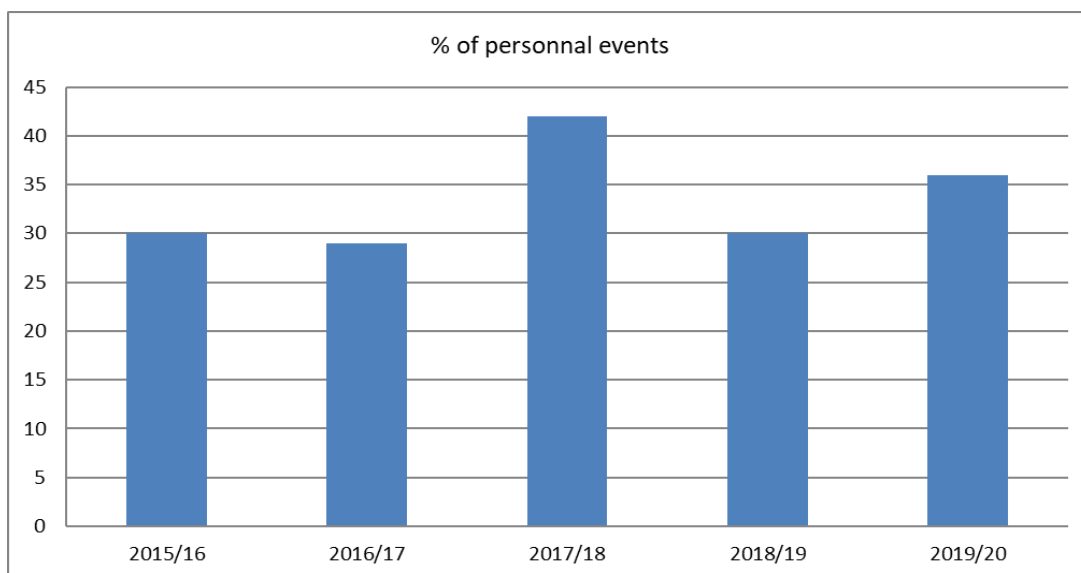


## **Indicator Description**

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 2019/20 period (209) is a significant increase when compared with the number reported during the same period the previous year. As a percentage of all personal events, performance is relatively consistent over the years; this is shown in the graph below. A significant number of near miss events at the Grenfell Tower fire in June 2017 contribute to the increase seen in that year.



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 they have also been incorporated into safety event investigation training, which will be released in June 2020. 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 – Late accident investigations 36

Appendix 2B – Health, Safety and Environmental (HSE) audits 37

Operations - Local Accident Investigations  
2019/20

	All LAIs not completed within 28 days at the end of Q1 2019/20				All LAIs not completed within 28 days at the end of Q2 2019/20				All LAIs not completed within 28 days at the end of Q3 2019/20				All LAIs not completed within 28 days at the end of Q4 2019/20				Improvement
	Work flow status				Work flow status				Work flow status				Work flow status				
	Investigation in progress	Quality check	Final review	Total	Investigation in progress	Quality check	Final review	Total	Investigation in progress	Quality check	Final review	Total	Investigation in progress	Quality check	Final review	Total	
North West	38	21	3	62	26	9	1	36	-	-	-	-	43	15	0	58	↑
North East	35	4	3	42	14	12	1	27	-	-	-	-	34	12	0	48	↑
South West	2	24	0	26	21	6	1	28	-	-	-	-	38	7	3	48	↑
South East	14	11	3	28	19	8	1	28	-	-	-	-	15	12	1	28	→
Total	89	60	9	158	80	35	4	119	-	-	-	-	130	46	4	182	↑

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The table shows the number of late safety event investigations per operational area as well as the investigation stage. Events under the *Investigation in progress* column are those still under investigation by the local accident investigator (LAI); events under the *Quality check* column are being reviewed by the person undertaking the quality check and those under *final review* are events awaiting closure by the Health and Safety team.

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.

Data for Q3 is not available as the system was not interrogated at the end of December 2019.

The total number of late accident investigations is high. However, there was a noticeable improvement in performance at the end of April 2020. Significant reduction in numbers of outstanding investigations were made: -33% (19 events) in the North West area, -17% (8 events) in the North East area, -40% (19 events) in the South West area, and -29% (8 events) in the South East area. The health and safety team will continue to encourage LAIs to complete investigations in a timely manner working with the area performance teams.

## Health, Safety, and Environment Audits 2019/20

Premise Name	Area	Previous Percentage	Date of audit	New Percentage	Improvement
Hainault	North East	95%	05 April 2019	98%	↑
Mitcham	South West	94%	29 January 2020	98%	↑
Forest Hill	South East	97%	16 May 2019	98%	↑
Erith	South East	96%	21 May 2019	97%	↓
Dockhead	South East	93%	08 November 2019	95%	↑
Stanmore	North West	77%	15 January 2020	95%	↑
Stoke Newington	North East	81%	12 February 2020	95%	↑
Surbiton	South West	90%	24 July 2019	94%	↓
Woodford	North East	94%	21 November 2019	94%	No change
Addington	South East	95%	13 December 2019	94%	↓
Shadwell	North East	98%	05 February 2020	94%	↓
Lewisham	South East	83%	01 July 2019	93%	↓
Dowgate	North East	93%	30 April 2019	93%	↓
Willesden	North West	85%	31 January 2020	93%	↑
Bexley	South East	99%	09 October 2019	92%	↓
North Kensington	South West	77%	15 October 2019	92%	↑
Hillingdon	North West	89%	09 April 2019	92%	↓
Walthamstow	North East	94%	07 October 2019	92%	↑
West Hampstead	North West	73%	04 February 2020	92%	↑
Edmonton	North West	96%	01 April 2019	92%	↓
Park Royal	North West	82%	18 June 2019	92%	↑
Millwall	North East	94%	25 April 2019	91%	↑
Acton	North West	70%	07 November 2019	91%	↑
Homerton	North East	75%	18 November 2019	91%	↑
Finchley	North West	85%	03 December 2019	91%	↑
Sidcup	South East	73%	18 February 2020	91%	↑
Chingford	North East	89%	11 June 2019	91%	↑
Dagenham	North East	93%	11 July 2019	90%	↑
Sutton	South East	83%	18 July 2019	90%	↑
Chiswick	North West	89%	07 May 2019	90%	↑
Lambeth River	South West	95%	09 May 2019	90%	↑
Lee Green	South East	88%	08 October 2019	89%	↑
East Ham	North East	87%	26 June 2019	89%	↑
Euston	North West	94%	22 May 2019	89%	↑
Plaistow	North East	70%	07 August 2019	89%	↓
Brixton	South West	86%	27 June 2019	89%	↑
Biggin Hill	South East	94%	22 October 2019	88%	↓
Chelsea	South West	79%	18 December 2019	88%	↑
Ealing	North West	86%	26 July 2019	87%	↑
Croydon	South East	84%	24 October 2019	87%	↑
Eltham	South East	60%	12 November 2019	86%	↑
Twickenham	South West	89%	29 July 2019	84%	No change
Paddington	South West	94%	05 November 2019	84%	↓

A new three years Health, Safety and Environment audit cycle was started during Q1 2019/20. Audit questions and scoring system were reviewed prior the start of this cycle, and audits are now recorded using Sphera. The use of this system has streamlined the audit process and it allows greater analysis of the audits results.

Overall compliance levels were good during 2019/20. None of the stations audited scored below 80% and most showed an improvement when compared to the score obtained during the previous audit cycle. The main findings of audit are listed in paragraphs 30 through 33 of this report.