



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

Health and Safety Annual Report 2020/21

**Working together
for a safer Scotland**



CONTENTS

1.	INTRODUCTION BY CHIEF OFFICER AND CHAIR	1
2.	EXECUTIVE SUMMARY	2
3.	HEALTH AND SAFETY FUNCTIONAL PLAN 2020/21	3
4.	ADDITIONAL ACTIVITIES UNDERTAKEN IN SUPPORT OF BUSINESS PARTNER OBJECTIVES/INITIATIVES	6
5.	DIRECTORATE/SERVICE DELIVERY UPDATE	7
6.	KEY PERFORMANCE INDICATORS	12
7.	HEALTH AND SAFETY IMPROVEMENT PLANS	13
8.	PERFORMANCE DASHBOARD	15
9.	UK FIRE AND RESCUE SERVICE COMPARISON	17
10.	PERFORMANCE OVERVIEW	18
11.	LOOKING FORWARD 2021/22	50
12.	GLOSSARY OF TERMS	51

1. INTRODUCTION BY CHIEF OFFICER AND CHAIR OF THE SCOTTISH FIRE AND RESCUE SERVICE BOARD



KIRSTY DARWENT
Chair
Scottish Fire and Rescue Service Board



MARTIN BLUNDEN
Chief Officer
Scottish Fire and Rescue Service

Welcome to the Scottish Fire and Rescue Service's Health and Safety Annual Report for 2020/21. This report provides an account of our overall health and safety performance during the reporting year and highlights key areas of work which have contributed to improving this performance.

It is pleasing to note the positive progress that the Scottish Fire and Rescue Service (SFRS) continues to make in relation to Health and Safety (HS) performance. Overall the number of Accidents/Injuries, Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR), Reportable incidents (excluding those associated with COVID-19) and Vehicle Accidents (VA) have all reduced during this reporting year.

The continued strengthening of relationships between the Safety and Assurance Function and Business Partners within Directorates and Service Delivery Areas (SDA) has been a key element of managing our HS performance. The bespoke objectives set within each Health and Safety Improvement Plan (HSIP) and the work carried out by the Safety and Assurance Improvement Groups (SAIG) have contributed significantly.

One performance indicator which has seen an unwelcome increase however, is the number of Acts of Violence (AoV) against our staff. This is a totally unacceptable position and efforts will be made to address this and, where necessary, we will make use of the Emergency Workers (Scotland) Act 2005 to bring those responsible to justice.

To provide a benchmark, ensure transparency and to share best practice we continue to assess our performance against other United Kingdom Fire and Rescue Services. Data provided from the other Services who provided a response, demonstrates that our HS performance remains strong in the UK context.

The COVID-19 pandemic has presented us with new and additional challenges which necessitated a review and update of our operating model resulting in the creation of new Risk Assessments and Safe Systems of Work (SSoW) to ensure the safety of staff and the public whilst maintaining our high standard of service delivery.

This work has supported safe delivery of uninterrupted services during the pandemic. Throughout this period of change in our lives we continued to promote our mental health and suicide prevention strategies ensuring they remained at the fore. This proved invaluable for many during these unprecedented and often difficult times.

Looking forward, it is important that we maintain our focus so that we can continue to build on the positive progress that we are reporting. Key areas such as manual handling, slips trips and falls and impact with moving objects, as well as low speed VA will receive additional scrutiny to further drive the instances of these type of events down.

It is important to acknowledge that our improved HS performance has only been made possible due to the continued commitment, efforts and contributions of all our staff. This is especially pleasing considering the additional challenges they were presented with during the reporting year.

We hope that you find this report informative and valuable.

2. EXECUTIVE SUMMARY

This Annual Report for the reporting year 2020/21 provides an opportunity for the SFRS to provide an update of HS performance for the reporting year and the comparison of data from the last four years where relevant data is available. The Report will also focus on any identified trends which have been highlighted.

During the reporting year, the HS Department has continued to build on existing strong relationships with our Business Partners in Directorates and SDA, developing new and reviewing existing Generic Risk Assessment (GRA) and SSoW.

This year saw the launch of our new Health and Safety Management System called Think, Act, Stay Safe (TASS) which went live on 1 October 2020. The primary module, the event reporting module is now embedded across the SFRS with several other modules nearing completion. In addition to this, seven new Management Arrangements were developed and issued.

The COVID-19 pandemic has presented the SFRS with new and significant challenges. New Risk Assessments and SSoW had to be developed and implemented as well as the revision of existing GRA and SSoW. This ensured that appropriate and proportionate control measures were in place to manage this new risk. These changes were necessary to ensure the continued safety of our staff and the general public whilst maintaining an uninterrupted high standard of service delivery. Although difficult to determine the exact effect, the COVID-19 pandemic has had an impact on the SFRS HS performance during this reporting year. It is noted that 85,581 operational incidents were attended this year compared to 92,070 in 2019/20 and 92,748 in 2018/19. It is also noted that the total number of candidates who attended Training Courses during 2020/21 was 5,366 compared to 5,712 in 2019/20. 19,998 Home Fire Safety Visits were carried out in 2020/21 compared with 69,139 in 2019/20.

Overall, the total number of Accidents/Injuries (including RIDDOR) reduced by 26% (212 to 156) when compared to the previous reporting year. The number of recorded Accidents/Injuries (excluding RIDDOR) also decreased by 25% (186 to 139).

This improvement may be attributed in part to the impact of the COVID-19 pandemic on our activities and the embedding of enhanced mitigating controls. These include, but not limited to, the completion and embedding of various technical assessment, such as Provision and Use of Work Equipment Assessments to

further inform the procurement of equipment, a review of the Operational Dynamic and Analytical Risk Assessment process, the development of a training matrix to inform training requirements per job role and our strengthening engagement with Business Partners in the completion of annual HSIP and the management of emerging local risk.

The number of Accidents/Injuries which were reported to the Health and Safety Executive (HSE) as a requirement of RIDDOR decreased by 35% (26 to 17). In addition to this, 54 RIDDOR events were reported to the HSE due to workplace transmission of COVID-19 however, these have been recorded separately for the purposes of this report and analysis.

When considering the data as an Accident/Injury Rate, we see a 25% decrease (26.7 to 19.9 per 1000 staff) compared to 2019/20.

31% (48 of 156) of Accidents/Injuries reported during 2020/21 occurred whilst undertaking training related activities, this is a 2% decrease in this category when comparing to the previous reporting year and a numerical decrease of 21. It should be noted however, that as a result of COVID-19 there was a reduction in the number of Training Courses during this reporting year. Training delivery methods were also revised, including a reduction in the numbers of students attending each course.

This reporting year saw a 26% decrease (199 to 148) in the number of Near Misses (NM) reported when compared with the previous reporting year. Whilst the reporting of NM events continues to be encouraged this reduction in NM is also reflected in a comparable reduction in our Accident/Injury and RIDDOR (excluding COVID-19) events.

Our AoV have increased by 23% increase (56 to 69) from the previous reporting year. 91% (63 of 69) of AoV reported occurred at operational incidents which is a 4% decrease. 9% (6 of 69) occurred during non-operational activities, an increase of 4% from the previous reporting year.

A welcome reduction of 11% (249 to 221) in VA was noted for the reporting year, this is against the backdrop of reduced vehicle movement due to COVID-19.

Work will continue during the next reporting year to identify and address emerging trends with the aim of further improvements in HS performance, particularly around AoV.

3. HEALTH AND SAFETY FUNCTIONAL PLAN 2020/21

Our 2020/21 HS Functional Plan sets out our commitment to further enhance our HS provision. Our focus continues to be on people, processes and systems with the overall objective of continuing to improve staff safety. The COVID-19 pandemic was a significant challenge with resources being redistributed to address emerging Directorate and Organisational risk. This had a direct impact on progress against objectives set in 2020/21. Our achievements against our 2020/21 objectives are detailed below:

Objective Progress: ● Achieved ● Partially Achieved ● Not Achieved

Objective	RAG	Progress
Develop and implement an in-house HS Management Information System	●	<p>Task: Develop a suite of Management Arrangements and where required Learning Competent Management System modules which provide managers with the tools to support legal compliance</p> <ul style="list-style-type: none"> ● Management Arrangement for Confined Space has been published; ● Management Arrangement for Lift Trucks has been published; ● Management Arrangement for Road Traffic Collision Investigation has been published; ● Management Arrangement for Safety and Assurance Engagement and Governance has been published; ● Management Arrangement for Operational Dynamic and Analytical Risk Assessment has been published; ● Management Arrangement for Display Screen Equipment Homeworking has been published; ● Management Arrangement for COVID-19 Workplace has been published; ● Management Arrangement for Event Reporting Systems has been drafted and following consultation will be implemented in 2021/22; ● Management Arrangement for Pressure Systems has been drafted and following consultation will be implemented in 2021/22; ● Management Arrangement for Organised Events has been drafted and following consultation will be implemented in 2021/22; and ● Management Arrangement for Self-Audits has been drafted and following consultation will be implemented in 2021/22.

Objective	RAG	Progress
	●	<p>Task: Develop modules for inclusion in the Electronic HS Management System known as Think, Act, Stay Safe</p> <ul style="list-style-type: none"> ● Event Reporting module live; ● Display Screen Equipment module development complete - launch due 2021/22; ● Premise Inspection module - development commenced, scheduled for completion 2021/22; and ● Risk Assessment module - development commenced, scheduled for completion 2021/22.
Deliver a rolling programme of SFRS HSIP across the organisation	●	<p>Task: Prepare Annual Improvement Plans and advise all SDA and Directorates on implementation</p> <ul style="list-style-type: none"> ● Plans agreed with all SDA/Directorates; ● Meeting regime between SDA/Directorates and HS staff in place; ● Quarterly progress reports developed; and ● 59% of the SFRS plan complete. SDA/Directorate performance is as follows: <ul style="list-style-type: none"> ● North SDA (NSDA) 92%; ● East SDA (ESDA) 79%; ● West SDA (WSDA) 75%; ● Finance and Contractual Services (FCS) 75%; ● Prevention and Protection Function (P&P) 89%; ● Strategic Planning, Performance and Communications (SPPC) 100%; ● People and Organisational Development (POD) 92%; ● Operations Function (Operations) 64%; ● Training, Safety and Assurance (TSA) 93%; and ● Service Development (SD) 93%.

4. ADDITIONAL ACTIVITIES UNDERTAKEN IN SUPPORT OF SFRS BUSINESS PARTNER OBJECTIVES/INITIATIVES

Objective	RAG	Progress
	● ●	<p>Task: Facilitate completion of the Management of Risk at Operational Incidents Framework</p> <ul style="list-style-type: none"> Limited progress was achieved in 2020/21 due to realigning resources as a result of the COVID-19 pandemic. Work will commence in 2021/22.
Develop a culture of compliance	● ● ●	<p>Task: Manage the completion of Noise and Hand Arm Vibration measurements</p> <ul style="list-style-type: none"> All identified assessments complete; and Outcome reports prepared.
	● ● ●	<p>Task: Develop a suite of Employee Fact Sheets</p> <ul style="list-style-type: none"> Development of programme and format; and Implementation delayed due to COVID-19. Work will commence in 2021/22.
	● ● ● ● ●	<p>Task: Develop Employee Handbooks to capture Risk Assessments and SSoW (excluding operational activities)</p> <ul style="list-style-type: none"> Office Handbook updated to reflect COVID-19; Prevention and Protection Handbook complete; Asset Management Handbook complete; Training Handbook - development commenced, scheduled for completion 2021/22; and Service Delivery Handbook development on going and will be complete in 2021/22.
To promote competence in HS management and knowledge	● ● ●	<p>Task: Develop and review a training matrix for all SDA/Directorates in relation to HS training requirements (excluding Training for Operational Competence)</p> <ul style="list-style-type: none"> Training matrix completed for previous year and a more user-friendly version of training matrix in development; and HS Induction checklist prepared.
Document Conversion Project	● ● ●	<p>Task: To liaise with Operations to review and agree a new format of GRA, Standard Operating Procedures (SOP), Technical Information Notes and Periodic Inspection and Testing Sheets</p> <ul style="list-style-type: none"> New document formats developed in conjunction with Operations; and Conversion of documents to new GRA and SOP formats has commenced.

The following additional activities were undertaken by HS during 2020/21 to support SFRS Business Partner objectives and initiatives.

- Production of quarterly reports to the SFRS National Safety and Assurance Board (NSAB) to provide progress on HSIP and HS events;
- Establishment of a bespoke team within the HS Department to develop and advise on a suite of COVID-19 control measures including:
 - Development of a COVID-19 Workplace Management Arrangement and Workplace plan;
- Completion of support reviews to assist Business Partners in the achievement of a COVID-19 Secure workplace;
- Development and implementation of a COVID-19 RIDDOR determination process;
- Participating in the development of a suite of SFRS and partner agency Risk Assessments and SSoW; and
- Development of a Display Screen Equipment (DSE) Homeworking Management Arrangement.
- Advised on the implementation of Face Fit Testing across SFRS;

- Assisted in the completion of a various technical assessments and SOP for operational staff;
- Participated in 9 User Intelligence Groups to ensure the consideration of HS in the procurement of equipment and services;
- Development and implementation of pilot to embed lessons learnt from significant events;
- Undertook a review of water rescue HS events and facilitated the completion of the associated action plan;
- Advised on the format and content of the Operational Document Conversion Project;
- Enhanced the Accident Reporting and Investigation course by developing additional technical elements such as gathering of evidence, analysis tools and report writing. This is supported by the introduction of realistic scenarios to consolidate the learning;
- Managed the investigation of 3 significant HS events; and
- Worked in conjunction with Human Resources and Organisational Development (HROD) in supporting the development of individual SSoW arrangements to allow staff with known medical or physical conditions to return to work in a safe manner.

5. DIRECTORATE/SERVICE DELIVERY UPDATE

Finance and Procurement

During 2020/21 F&P continued to engage with HS through the SAIG meetings and attendance by the Head of Function at the NSAB. HS is a standing agenda item at the Finance & Procurement Management Team meeting, ensuring focus is maintained and progress updates monitored and reviewed. The HSIP is used as a management tool to inform discussion and monitor activity, directing resource as required.

To assist the monitoring activity, F&P continue to utilise a formal HS tracker with active monitoring against required Learning Content Management System (LCMS) modules and other HS activities.

Required activity in relation to the 2020/21 HSIP was completed, including engagement with staff on Fire Evacuation, Traffic Management and general awareness of HS requirements. In addition to this however, significant levels of engagement were undertaken to ensure the health, safety and wellbeing of staff whilst working at home.

The DSE Homeworking Assessments identified the necessary equipment to ensure work activity could continue in a safe and controlled manner. Through direct engagement across the Function we also ensured the wellbeing of staff was considered and where appropriate alternative arrangements identified to manage the need of individuals. Section meetings, competitions, coffee mornings and other activities helped to maintain an awareness of the challenges presented throughout COVID-19.

Asset Management

Throughout 2020/21 Asset Management have been involved in various workstreams with HS at the forefront of all activities. Good partnership working with HS and Asset Management, saw a full time HS Adviser being embedded into the Asset Management structure for a period of 18 months. This has led to the enhanced completion rate of the HSIP and HS workstreams, benefiting all areas of the business.

The enhancement of HS within Asset Management has also resulted in a reduction in Accidents/Injuries and NM and has identified additional staff training needs. A refocus on training has resulted in technical

specification requirements being included in procurement contracts to ensure training is provided for the use and maintenance of equipment.

Excellent cross Directorate partnership working has resulted in the completion of backlogged Personal Protective Equipment (PPE) assessments, the introduction of structural fire PPE posters, an enhanced Pre-Delivery Inspection (PDI) procedure, the production of a Client Brief for construction works projects and a Noise Reduction Vehicle Modification Programme.

With a focus on HS, we have procured new water rescue equipment, are piloting an electronic vehicle inventory checklist, and are carrying out a programme to replace Hydraulic Rescue Equipment (HRE) with Powered Rescue Equipment (PRE). In addition to this we have decommissioned 52 fuel sites and published the Drivers Handbook and an associated Dashcam Policy. The Assets Resource Centres (ARC) have developed and implemented their ARC HS Handbook throughout all stores along with a suite of SSoW and toolbox talks.

Looking ahead, we will continue to focus on improving HS arrangements within our Function and work towards the completion of the HSIP. We will continue to work in partnership with our Business Partners and strive to promote HS.

People and Organisational Development

Throughout 2020/21, the POD Directorate continued to work in partnership with HS to enhance standards of HS within POD. As a result, when comparing the percentage completion of the POD HSIP to the previous year, an 8% increase is noted from 84% to 92%.

Our 2020/21 HSIP focused on ensuring the provision of robust Risk Assessments and supporting arrangements, such as Manual Handling Assessments, Control of Substances Hazardous to Health (COSHH) Assessments, DSE Assessments, Stress Assessments, and briefing for POD employees on site specific HS arrangements (e.g. Traffic Management Plan, Emergency Fire Evacuation Plan and First Aid). We carried out Risk Assessments and developed SSoW to support SFRS critical activities whilst focusing on safety of staff and others in response to COVID-19, including the move to safe home working. This proactive work contributed to zero HS events being reported for POD across 2020/21, noting that

the vast majority of POD staff were working from home throughout 2020/21 in response to the pandemic.

During 2020/21 the HSIP remained as a standing item at POD Directorate Management Team meetings and the POD Management Team meetings. In support of the existing POD HS Coordinator and Liaison roles, a POD HS Liaison role was established for each SFRS premises with a POD presence. This wider POD HS Group continue to meet regularly, typically 6-weekly to ensure regular progress updates are communicated to all functional managers and POD staff. This has enhanced promotion of and responsibility for health, safety and wellbeing at all levels within the Directorate and across all locations.

Looking ahead to 2021/22, the POD SAIG will continue to enhance directorate and functional HS arrangements. POD as a directorate will also continue to support the Service wide response to and recovery from the pandemic including the mental health and wellbeing strategic priority. We will continue to work with our Business Partners through established forums including the SFRS Musculoskeletal (MSK) Injury Reduction Group and Contaminants Group as well as wider programme of work including the continued development of the HS training matrix. This will be supported by appropriate implementation arrangements to promote and enable the positive health, safety and wellbeing culture across the Service.

Prevention and Protection

During the reporting year 2020/21, the P&P SAIG has continued to evolve which has assisted with working towards the completion of the objectives of our HSIP.

All HS objectives and progress are discussed with P&P Functional Managers and Head of Function. These discussions are also reflected at the functional managers team meetings, thus ensuring and maintaining robust governance arrangements which promotes a positive HS culture within P&P.

Working closely with the HS team, effective progress has been achieved by working towards the completion of the objectives contained within the 2020/21 HSIP, this includes:

- Overall, 89% of all P&P actions have been completed, a 4% improvement from 2019/20. This includes ongoing actions relating to PPE, COSHH, the Provision and Use of Work Equipment Regulations and Dangerous Substances and Explosive Atmospheres Regulations (DSEAR);
- Two objectives have been deferred and two are currently outstanding which require input from other Directorates before they can be completed. P&P managers are actively engaging with these Directorates to progress these actions; Objectives that have not been completed or require input from other Directorates have been carried forward to the 2021/22 HSIP. Revised completion dates have been agreed where ongoing monitoring continues;
- The Heritage HS Handbook is currently under review prior to HS approval and publishing. Further reviews may be required due to the heritage stores relocation and the impact of the COVID-19 pandemic on the Museum of Scottish Fire Heritage redevelopment timescales; and
- The new SFRS Stress Management Arrangement has been well received and a programme of workplace stress identification forms have been developed and implemented to support staff health and wellbeing.

In addition to the above, P&P worked closely with other Functions to align the response to the COVID-19 pandemic. COVID-19 Task cards and SSoW were produced and published in the Protections Level Framework providing considerations and guidance to staff when undertaking P&P activities.

Operations

Operations has now been fully integrated into the wider Service Delivery Directorate adopting a strong partnership approach in achieving outcomes within the HSIP and significant event action plans.

Operational has played a pivotal role in the SFRS response to COVID-19 ensuring risk mitigation information and guidance was developed and delivered to frontline staff.

Progression of the HSIP through the SAIG continues in partnership with the HS Department. Key projects to enhance staff safety have commenced and include the Document Conversion Project to align all operational

information for end users in a simple to navigate format, ensuring risk critical information is available at point of need underpinned by robust Risk Assessments. To compliment this piece of work a review of all technical documentation including testing information, in conjunction with HS and Asset Management has commenced with support being provided from subject matter experts across all SDA.

An Operational Strategy Framework has also been produced to drive forward safety and innovation on the incident ground. The strategy which will be launched next year will deliver across several key areas including:

- Appliances and Equipment;
- Operational Communications;
- Firefighting;
- National Fire Resilience;
- Wildfire; and
- Height.

All these workstreams have a strong focus on enhancing staff safety, through the provision of appropriate equipment aligned to clear policy and Risk Assessments.

Strategic Planning Performance and Communications

The SPPC Directorate has continued to develop its management and tracking of HS activities during 2020/21. This is supported through regular meetings of our now well established, Directorate SAIG. The Directorate have kept the HSIP under continual review and reported quarterly performance at Directorate Management Team meetings along with any key areas of HS focus.

The Directorate wide SharePoint Site, which provides relevant HS information, links to training requirements and our HSIP, together with a dedicated HS tracker for recording quarterly performance. This is kept up to date, under review, and enhanced where possible. Collectively, these measures taken at Directorate level appear to have made a marked improvement in performance over this period. Importantly, this work has increased Directorate staffs HS awareness. It has also helped to make it clear the key roles that individuals and teams play in relation to HS within our workplace, regardless of role.

Training, Safety and Assurance

Throughout the year the TSA Directorate has continued to embed the management of HS into our Directorate and address any emerging issues timeously to promote the safety of SFRS staff.

TSA has made good progress with the implementation of the HSIP, completing 93% (51 of 55) of actions. The effective embedding of completed actions and resultant increase in our standards of safety has been witnessed through a continued reduction in our work-related accidents for the third consecutive year.

This year has seen the completion of a SFRS Noise and Hand Arm Vibration Assessment Programme, a significant review of the Operational Dynamic and Analytical Risk Assessment Management Arrangement, the development of a process to promote the embedding of identified lessons within the SFRS, and the continued development of the Training Function Electronic HS Handbook.

Significant progress has occurred across the TSA Directorate despite the challenges presented by the COVID-19 pandemic. The pandemic presented new hazards for the Directorate which were effectively managed in conjunction with Business Partners, thereby ensuring the continued provision of critical activities such as training delivery.

Looking ahead to 2021/22 there will be a continued focus on the completion of the HSIP and our ongoing cross Directorate work such as the Document Conversion Project, and the Noise and Vibration Reduction Programme both of which will continue to improve staff safety across SFRS.

Service Development

During 2020/21, SD undertook a review of its internal HS processes and implemented a new integrated management process, drawing existing functional leads together into the Directorate SAIG, led by the Directorate Single Point of Contact.

HS monitoring, compliance and reporting is a continuous focus for the Directorate and is reflected as a standing agenda item at all Directorate Management Team meetings. The Directorate through the

orchestration of the SAIG continues to partner closely with HS regarding performance standards, including accurate and timely reporting of key measures.

As a result of establishing the Directorate SAIG there has been a positive trend in terms of HS performance. Additionally, there was a focus on the completion of the HSIP which this year primarily involved the review and update of a number of processes, Risk Assessments, and SSoW.

During the reporting year, ICT had to significantly adapt and continually evolve the way in which we deliver our service to the rest of SFRS to support the move to safe home working, whilst continuing to ensure provision of a robust ICT service.

In 2021/22 Service Development will continue to review, develop, and evolve our working practices to ensure we fully support the changing needs of SFRS HS.

North Service Delivery Area

The management of HS continues to be a high priority in the NSDA. The NSDA SAIG has representation from all Local Senior Officer (LSO) areas as well as Operations Control, Fleet and Equipment Workshops, and TSA representatives, which ensures that a strong culture of HS exists and encompasses all areas of work in the SDA. The HSIP is the foundation of all the work carried out and for 2020/21 the NSDA completed 92% of the actions it was allocated, the remaining 8% were unable to be progressed as they relied upon other Directorate workstreams which had not been completed due to the impact of the pandemic, and have been carried forward into the 2021/22 HSIP for completion.

The NSDA continues to focus on low speed manoeuvre VA reduction and has created a task and finish working group made up of Station staff. The group are developing a range of ideas with a view to reducing these preventable accidents. We have seen a decrease in the number of Accidents/Injuries which unfortunately hasn't been reflected in RIDDOR Reportable Accidents which has shown an increase from 2 to 6. AoV continue a slow but steady decrease, and although one instance of this type of event is unacceptable the reduction made is welcomed.

Over the 2021/22 period the NSDA SAIG will continue to focus on the reduction of low speed manoeuvre VA, and to encourage NM reporting by all staff. The momentum created by the work on the HSIP will be maintained with a view to replicating last year's performance and completing all of the locally achievable actions.

The NSDA Management Team continue to actively support the NSDA SAIG and maintain a strong focus of ensuring that the health, safety and wellbeing of all staff is a priority.

East Service Delivery Area

The new governance arrangements creating the SAIG have been successfully implemented in the ESDA with continued support from all Directorates, LSO Areas and Representative Bodies ensuring that a positive HS culture is promoted across the Area. The HSIP drives the business of the SAIG and at the end of the reporting year 79% of actions were completed. All outstanding actions are being progressed through the appropriate Directorates and have been carried forward into the 2021/22 plan.

Priorities throughout the year included highlighting behavioural safety to reduce Accidents/Injuries and VA. This focus has maintained a relatively stable trend in the number of reported Accidents/Injuries and an 11% reduction in VA. The number of VA in the ESDA has seen a reduction for the third year in a row and will continue to be a priority in the coming year through the proactive promotion of VA prevention to supplement event analysis in conjunction with SFRS Driver Safety Group at a national level along with all LSO Areas.

The ESDA is focused on ensuring the improvements that have been made in previous years are built upon, and that we continue to ensure the ESDA is placing the health, safety and wellbeing of all staff at the forefront of everything we do.

6. KEY PERFORMANCE INDICATORS

West Service Delivery Area

The WSDA SAIG has focused on achieving the objectives contained within the 2020/21 HSIP. This year's plan held a total of 27 overarching objectives, of which 75% were completed; with several additional local actions being distributed to specific LSO Areas throughout the associating period.

Revised governance arrangements were introduced during the previous year to support the management of HS activities across the WSDA. This, along with the contents of the HSIP, Significant Event Action Plans and accompanying local management arrangements, has enabled Safety and Assurance Liaison Officers (SALO) to analyse events at West SAIG meetings and to agree actions that promote a positive HS culture across all LSO Areas, Directorates and Functions.

Current performance management information indicates that both VA and AoV continue to be areas

of concern for the West SAIG; with low speed vehicle manoeuvre accidents continuing to be one of the highest categories of vehicle events across the WSDA.

Areas of good practice have been identified for both concerns and a series of actions are being implemented to raise an awareness of these issues and to reiterate the steps required to reduce future events; with one example being a multi-agency AoV pledge scheduled to be trialed during 2021/22.

Outcomes from Operational Assurance activities continue to provide valuable lessons for operational managers to focus on. These processes, along with the establishment of added Command Group communication channels, will be used to raise an awareness of key learning onto operational staff across the organisation.

Further emphasis will be placed on completing all HSIP objectives and Significant Event Actions within the allocated quarterly milestones moving forward.

Historically there have been six key performance indicators detailed within this report:

- Improvement Plans;
- Accidents/Injuries;
- RIDDOR Reportable Injuries;
- Near Misses;
- Acts of Violence; and
- Vehicle Accidents.

However, as a result of the pandemic, this reports now includes a seventh performance indicator, RIDDOR Reportable COVID-19 Events.

7. HEALTH AND SAFETY IMPROVEMENT PLANS

To support legislative compliance, there is one overarching SFRS HSIP supported by ten bespoke plans, one for each SDA and Directorate. The SFRS table below indicates the current completion status at the end of 2020/21.

Year	Number of Identified Actions	Number of Actions Completed	Completion Percentage (%)	RAG
2016/17	122	40	33	-
2017/18	66	9	14	Red
2018/19	63	14	22	Green
2019/20	68	32	47	Green
2020/21	61	36	59	Green

Table 1: Improvement Plan Progress 2020/21

Overall completion of the 2020/21 HISP is 59% (36 of 61) representing a 12% increase when comparing to the previous reporting year.

Significant progress is noted in six of the ten plans in place, with TSA, POD, P&P, SD and NSDA completing over 80% and SPPC completing 100% of their actions for 2020/21. Of the 25 outstanding actions, analysis shows 48% (12 of 25) are over 70% complete.



8. PERFORMANCE DASHBOARD

About the statistics in the performance dashboard

The statistics quoted in this dashboard are internal management information published in the interests of transparency and openness. They are provisional in nature and subject to change as a result of ongoing quality assurance and review.

As all statistics quoted are provisional there may be differences in the period totals quoted in successive reports after original publication, which result from revisions or additions to the data on our systems.

Statistical reporting will be based on the date the event occurred. This means that all reports will include information on exceptions, i.e. events that were reported late and out with the previous reporting year.

Spark lines which show the breakdown of events by year over a four-year period and the underlying trend for that period. Anomalies will be reported by exception.

The dashboard utilised all reported HS events over a four-year period from 2017/18 to 2020/21. This provides Key Performance Indicator (KPI) Totals average trend comparison over a four-year period from 2017/18 to 2020/21.

KPI Trend Comparison Dashboard

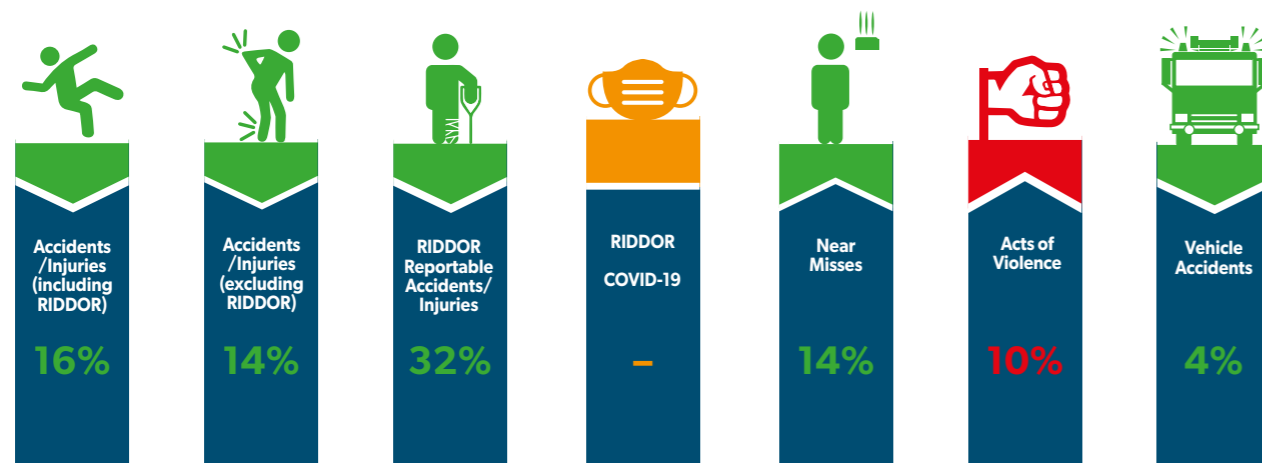


Figure 1: Trend Comparisons 2020/21

*Note - A deviation of +/- 5% falls within the expected variance and is therefore represented as no change.

The table below shows year-to-date totals to the end of each year from 2017/18 onwards. The trend change matches those shown in the infographic above.

Event	2017/18	2018/19	2019/20	2020/21	RAG	4 Year Trend % Change
Accidents/Injuries (including RIDDOR)	258	227	212	156		-16%
Accidents/Injuries (excluding RIDDOR)	223	190	186	139		-14%
RIDDOR Reportable Accidents/Injuries	35	37	26	17		-32%
RIDDOR COVID-19	0	0	0	54		-
Near Misses	168	203	199	148		-14%
Acts of Violence	61	83	56	69		-10%
Vehicle Accidents	230	241	249	221		-4%
Total	717	754	716	594		-12%

Table 2: Total Events by Year

It is noted that whilst the number of NM has reduced this is reported in a positive trend due to a similar or greater reduction in Accidents/Injuries and RIDDOR.

Further detail on each event type and causation is contained within the relevant sections of this report.

The HS performance during this reporting year may have been influenced by the effects of the COVID-19 pandemic.

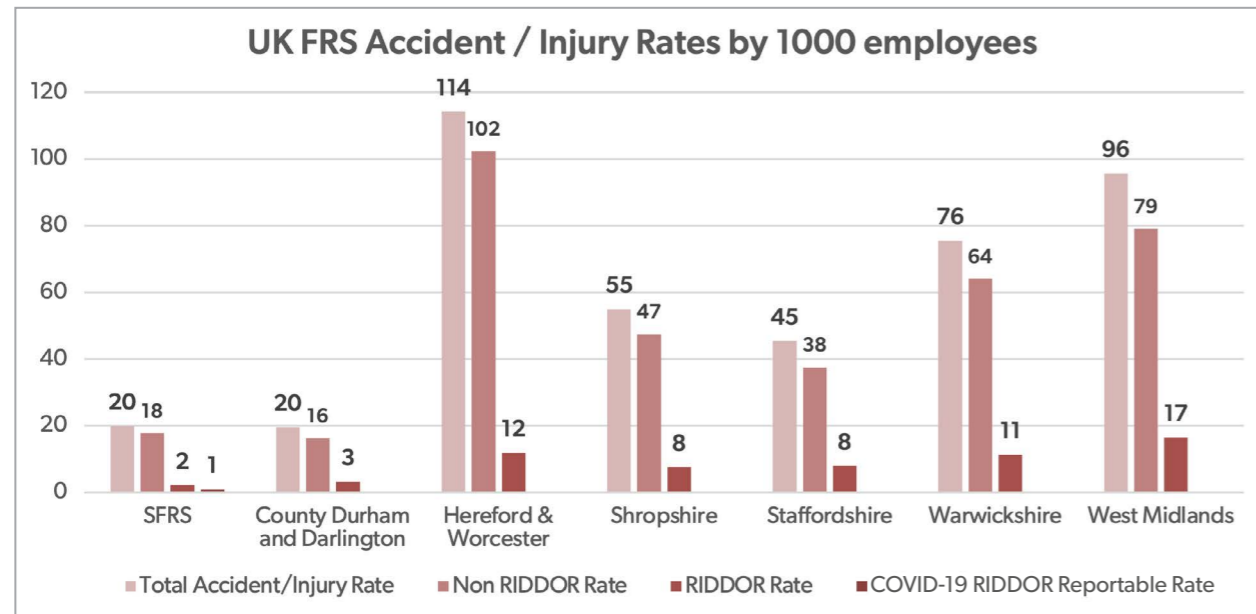
On the 23rd of March 2020 the UK went into lockdown because of the Coronavirus COVID-19 pandemic.

The development and subsequent implementation of control measures to reduce the risk of workplace transmission required SFRS to act promptly whilst maintaining an emergency response.

Our emergency response operating model and the way in which our staff work had to be reviewed and revised to protect staff and the public. This resulted in a reduction in operational incidents, training events, Home Fire Safety Visits and changes to the way our staff carry out their roles.

9. UK FIRE AND RESCUE SERVICE COMPARISON

SFRS continues to carry out benchmarking of HS performance against other UK Fire and Rescue Services (FRS) where data is available. For this reporting year data was received from 6 of the other 50 UK FRS.



Graph 1: UK FRS Accident/Injury Rates

In comparison with the 6 other FRS that provided usable data, we can see that the SFRS HS performance remains strong in the UK context. This reporting year, the total SFRS Accident/Injury Rate was 20 per 1000 employees, the non RIDDOR Injury Rate was 18 per 1000 employees and the RIDDOR Injury Rate was 2 per 1000 employees. These rates are comparable to only one other UK FRS, County Durham and Darlington, with all other reporting significantly higher rate.

It was not possible to provide a comparison of RIDDOR reportable Reportable COVID-19 cases due to the limited information received from other FRS.

We will continue to liaise and engage with other UK FRS through the National Fire Chiefs Council (NFCC) HS Committee. This will allow areas of best practice to be shared, with the aim of enhancing Firefighter safety UK wide.

10. PERFORMANCE OVERVIEW

The spark lines below show the trend over a 4-year period from 2017/18 to 2020/21. The dotted line on each panel gives an indication of overall trends. There is no spark line for COVID-19 as there is no previous comparative data.

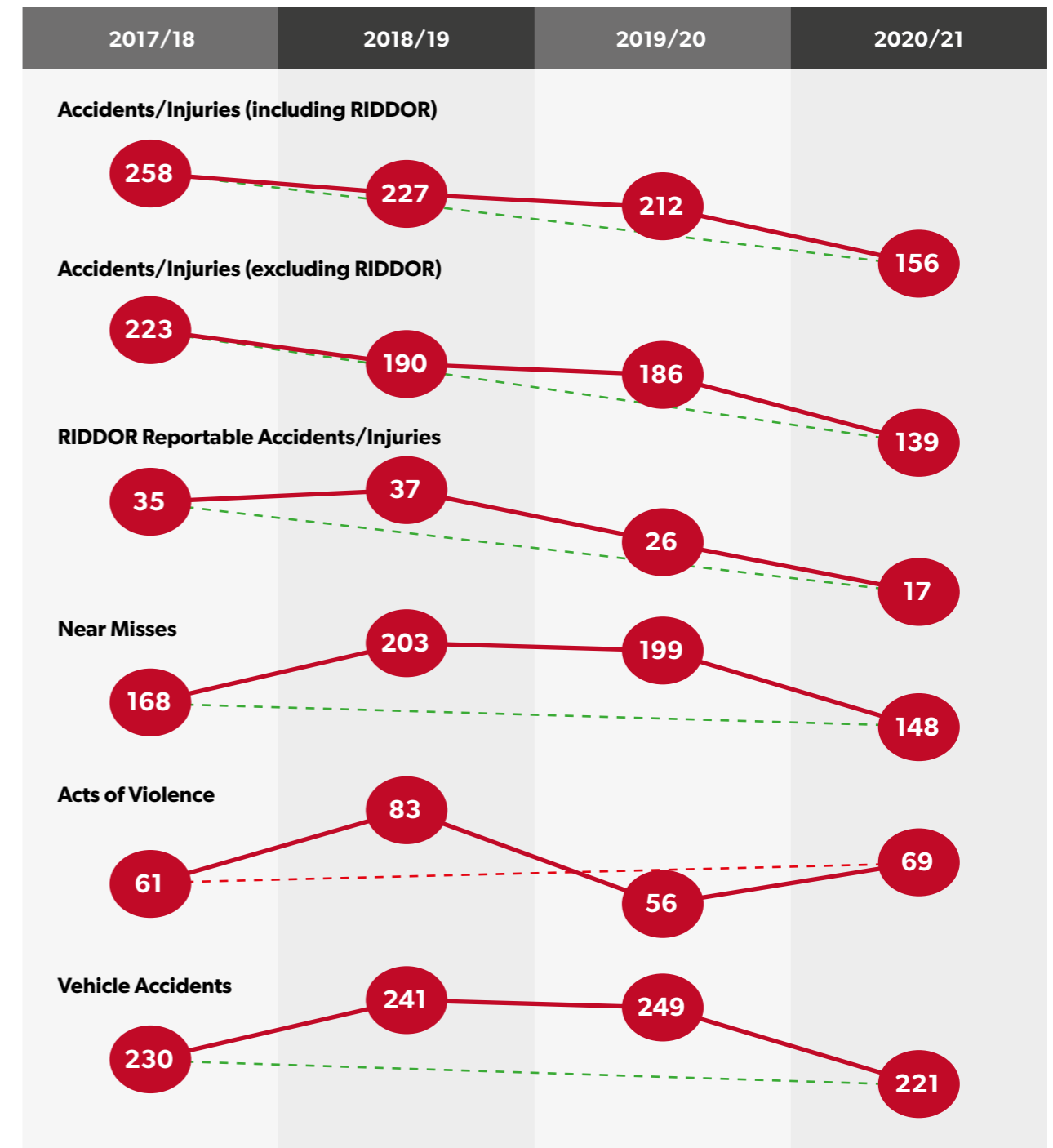


Figure 2: Event KPI Totals from 2017/18 to 2020/21

The trend is positive for Accidents/Injuries (including RIDDOR), Accidents/Injuries (excluding RIDDOR), RIDDOR Reportable Accident/Injuries, NM and VA, however AoV show a relatively static trend. Further analysis of all key performance indicators can be found in the related sections of this report.



ACCIDENTS/INJURIES (INCLUDING RIDDOR)

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	RAG	% Change from Previous Reporting Year
North	53	42	41	36		-12%
East	92	68	54	48		-11%
West	49	69	68	53		-22%
Strategic Planning, Performance and Communications	3	0	0	0		0%
Finance and Contractual Services	10	9	6	3		-50%
People and Organisational Development	1	2	2	0		-100%
Prevention and Protection	1	1	1	0		-100%
Operations	5	3	6	1		-83%
Service Development	0	0	0	0		0%
Training, Safety and Assurance	44	33	34	15		-56%
Total	258	227	212	156		-26%

Table 3: Accidents/Injuries (including RIDDOR) but excluding COVID-19 Annual Totals

The total number of Accidents/Injuries (including RIDDOR) shows a 26% (212 to 156) decrease when comparing to the previous reporting year. Improvements are noted within all three SDA as well as TSA, Operations, FCS, and POD Directorates.

When considering the data as an Accident/Injury rate 1000 employee, we see a 25% decrease (26.7 to 19.9) in our Accident/Injury rate compared to 2019/20, a 30% decrease (28.3 to 19.9) when compared to 2018/19, and a 47% decrease when compared to 2017/18.

Accidents/Injuries (including RIDDOR)

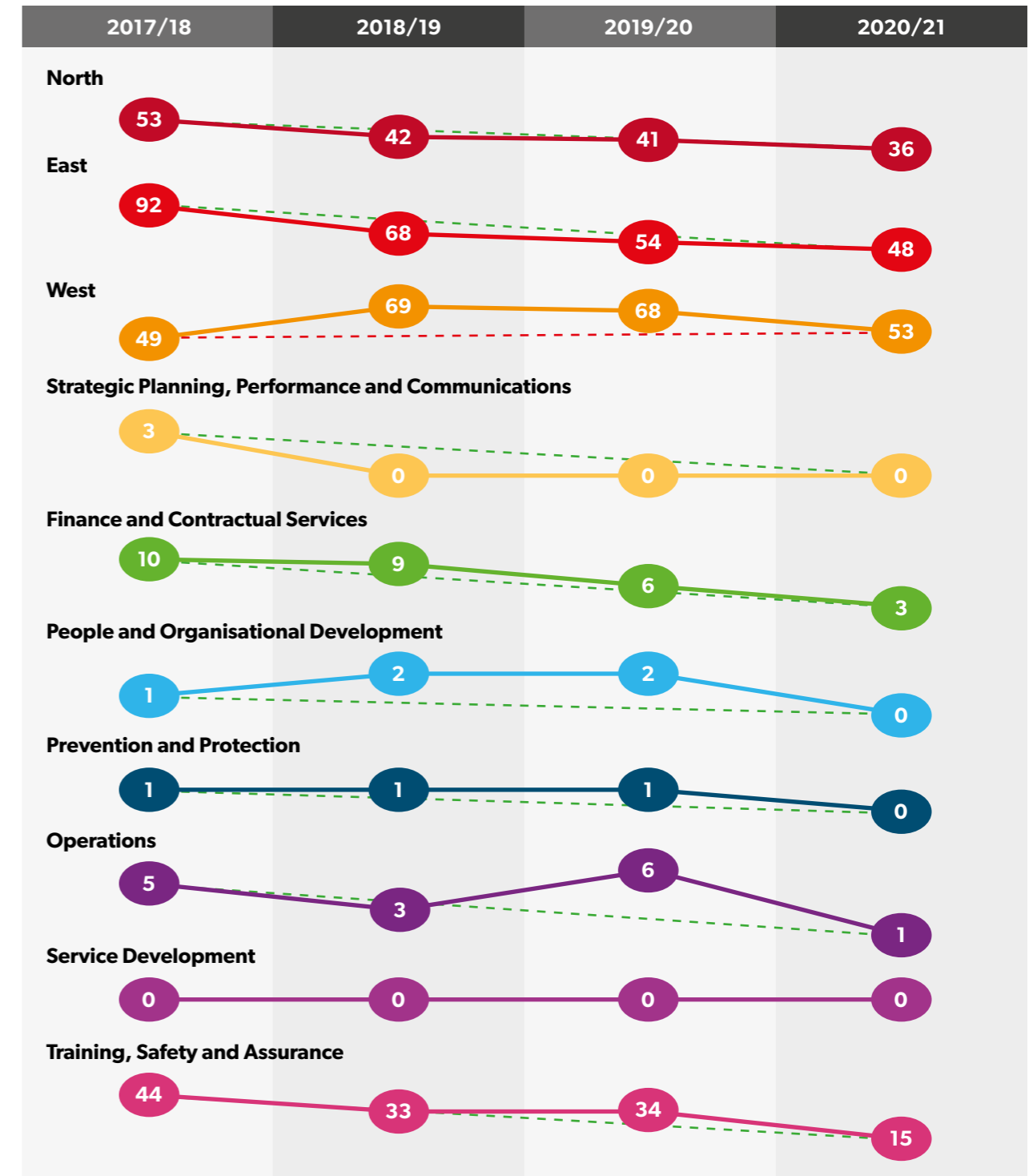


Figure 3: Accidents/Injuries (including RIDDOR) but excluding COVID-19 Totals from 2017/18 to 2020/21

It is noted that Service Development is a new Directorate with P&P and Operations being new Functions. However, to allow comparison to previous years, analysis of each Function has been provided.

Overall SFRS Accidents/Injuries (including RIDDOR) show an improving trend over the four-year period. A positive trend is seen across 2 of the 3 SDA and all Directorates. A negative trend is noted within the WSDA over the four-year period, however a 22% decrease is seen from the previous reporting year. The most notable improvement is seen within the ESDA.



ACCIDENTS/INJURIES (EXCLUDING RIDDOR)

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	RAG	% Change from Previous Reporting Year
North	47	38	39	30	Green	-23%
East	81	56	41	45	Red	10%
West	41	53	60	46	Green	-23%
Strategic Planning, Performance and Communications	3	0	0	0	White	
Finance and Contractual Services	8	9	6	3	Green	-50%
People and Organisational Development	1	2	2	0	Green	-100%
Prevention and Protection	1	1	1	0	Green	-100%
Operations	5	3	4	0	Green	-100%
Service Development	0	0	0	0	White	
Training, Safety and Assurance	36	28	33	15	Green	-55%
Total	223	190	186	139	Green	-25%

Table 4: Accidents/Injuries (excluding RIDDOR) Annual Totals

The total number of Accidents/Injuries (excluding RIDDOR) shows a 25% (186 to 139) decrease when comparing to the previous reporting year. Improvements are shown in 2 of the 3 SDA and in all other Directorates.

Accidents/Injuries (excluding RIDDOR)

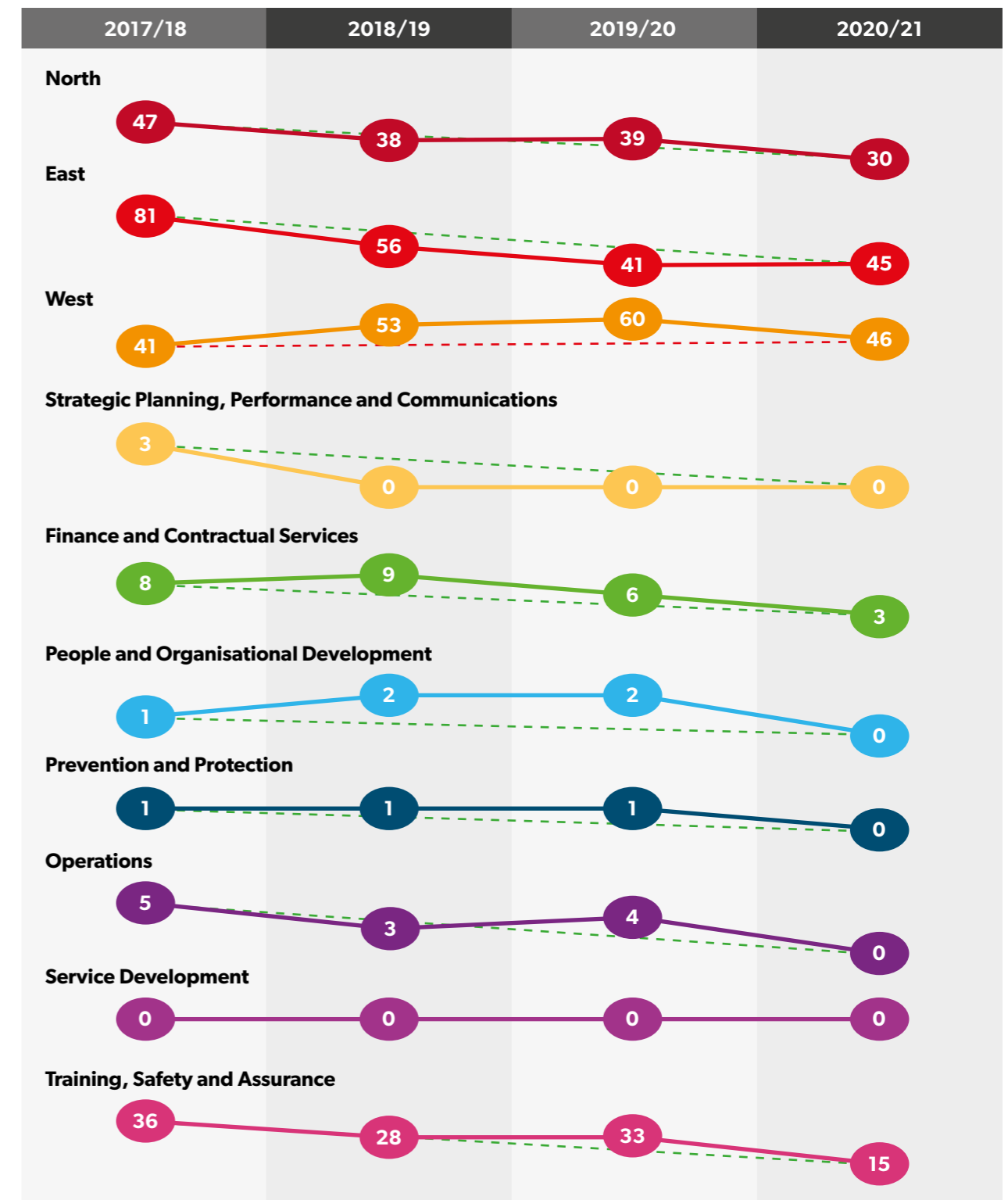


Figure 4: Accidents/Injuries (excluding RIDDOR) Totals from 2017/18 to 2020/21

Overall SFRS Accidents/Injuries (excluding RIDDOR) show an improving trend over the four-year period. The most notable improvement is seen within the ESDA. Conversely, the WSDA shows a rising trend over the four-year period, however a 23% decrease is noted when comparing to the previous year.



RIDDOR REPORTABLE ACCIDENTS/INJURIES

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	RAG	% Change from Previous Reporting Year
North	6	4	2	6	Red	200%
East	11	12	13	3	Green	-77%
West	8	16	8	7	Green	-13%
Strategic Planning, Performance and Communications	0	0	0	0		0%
Finance and Contractual Services	2	0	0	0		0%
People and Organisational Development	0	0	0	0		0%
Prevention and Protection	0	0	0	0		0%
Operations	0	0	2	1	Green	-50%
Service Development	0	0	0	0		0%
Training, Safety and Assurance	0	5	1	0	Green	-100%
Total	27	37	26	17		-35%

Table 5: RIDDOR Reportable Accidents/Injuries (Excluding COVID-19) Annual Totals

The total number of Accidents/Injuries reported to the HSE under RIDDOR shows a 35% (26 to 17) decrease when comparing to the previous reporting year. The most notable improvement is seen within the ESDA, with this improvement attributed to a reduction in operational activity related RIDDOR Reportable events (7 to 2) and (5 to 1) in SDA led training. Whilst numerically the values are low, improvements are also recorded within the WSDA, as well as TSA and Operations Directorates. The NSDA shows a 200% (2 to 6) increase in RIDDOR Reportable Accidents/Injuries when comparing to the previous reporting year, however it should be noted that 4 Reportable Accidents/Injuries occurred at the same operational incident.

RIDDOR Reportable Accidents/Injuries

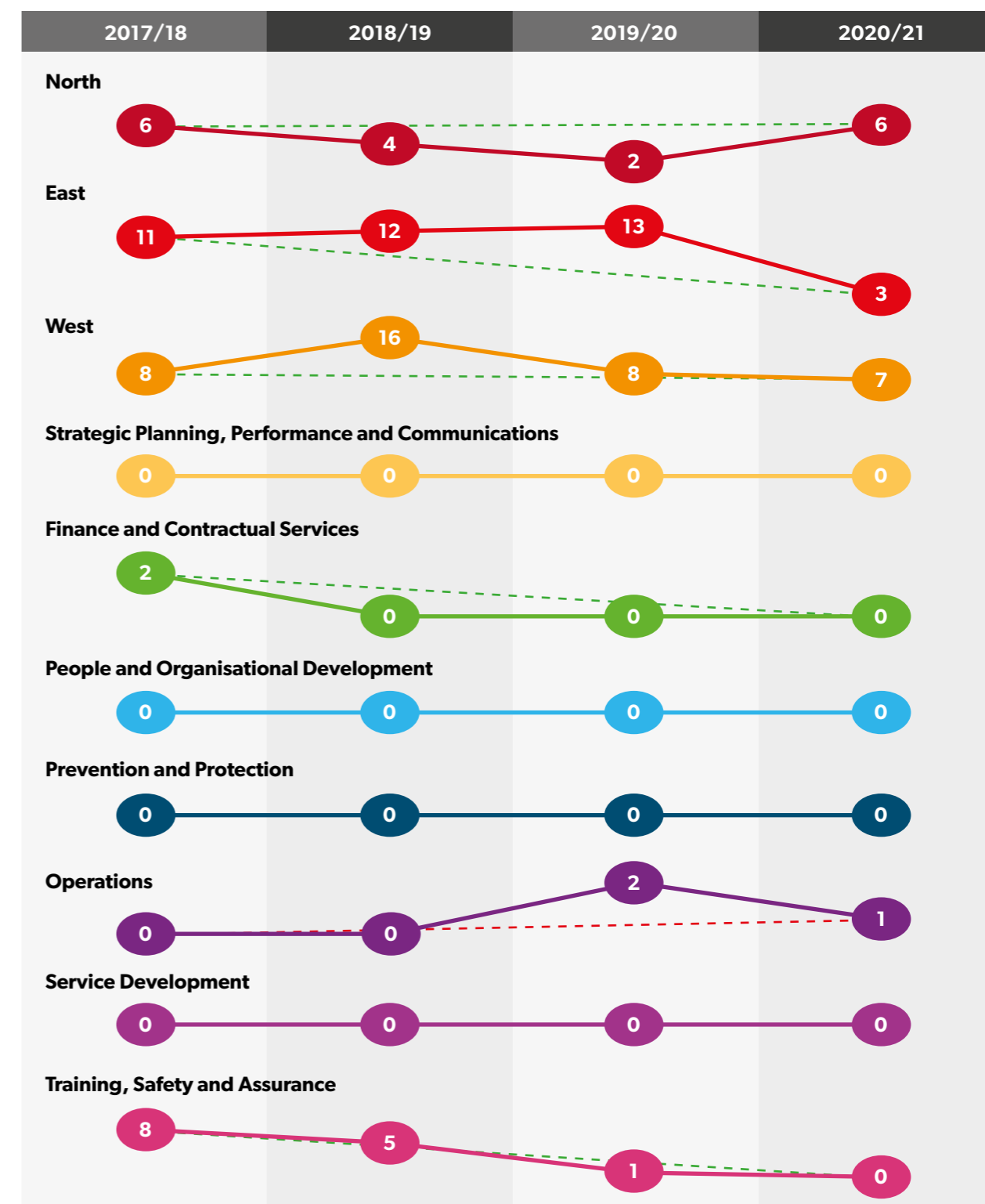


Figure 5: Total RIDDOR Reportable Accidents/Injuries 2017/18 to 2020/21

All SDA and Directorates show an improving trend over the 4-year period, with the most notable improvement recorded within the ESDA. TSA has shown a year on year improvement.



RIDDOR ANALYSIS 2020/21

There were no specified injuries during this reporting year compared to 3 the previous reporting year.

All RIDDORs (17) were over 7-day Accidents/Injuries events representing a 12% increase in this category when comparing to the previous reporting year, however, numerically a decrease of 6 is noted.

29% (5 of 17) of over 7-day Accidents/Injuries reported to the HSE were associated with Slips, Trips and Falls (STF) representing a 6% increase in this category when comparing to the previous reporting year. 60% (3 of 5) of these events occurred during non-operational activities and related to slipping on ice within SFRS car parks. It should be noted however, that numerically there was 1 less STF Accident/Injury reported to the HSE (6 to 5) compared to the previous reporting year.

24% (4 of 17) related to the Stonehaven train derailment operational incident which involved SFRS staff being hit by a third-party runaway vehicle. There is no comparative data of this type from the previous reporting year to compare.

18% (3 of 17) of over 7-day Accidents/Injuries reported to the HSE were as a result of manual handling and/or body movement representing a 13% decrease in this category when comparing to the previous reporting year, and numerically a decrease of 5.

The remaining 29% (5 of 17) events have no identifiable associated trend.

71% (12 of 17) of over 7-day Accidents/Injuries occurred at operational incidents, representing an 21% increase in this category when comparing to the previous reporting year, however it should be noted that numerically there was 1 less operational RIDDOR Reportable Accident/Injury reported to the HSE. 92% (11 of 12) of the operational Accidents/Injuries reported to the HSE occurred during the developing stage of the incident representing a 38% increase when comparing to the previous reporting year, numerically an increase of 4.

Finally, 12% (2 of 17) of Accidents/Injuries reported to the HSE were attributed to training activities, representing a 23% decrease in this category when comparing to the previous reporting year. Both events were SDA led training and occurred during swift water rescue refresher training and ladder drills.

We will:

- Seek continuous improvement by participating in and supporting the work of SAIG;
- Where necessary, develop/review Risk Assessments, Manual Handling Assessments and SSoW;
- Continue to support the SFRS MSK Injury Reduction Group and Business Partners to reduce MSK injuries; and
- Continue to promote the gritting regimes detailed in individual Premises Traffic Management Plans during inclement weather.



RIDDOR COVID-19

On the 23rd of March 2020, the UK went into lockdown because of the Coronavirus COVID-19 pandemic. Throughout the pandemic SFRS maintained its front line and essential services whilst developing and introducing a variety of workplace COVID-19 controls.

SDA/Directorate	2020/21
North	3
East	9
West	40
Strategic Planning, Performance and Communications	0
Finance and Contractual Services	0
People and Organisational Development	0
Prevention and Protection	0
Operations	0
Service Development	0
Training, Safety and Assurance	2
Total	54

Table 6: RIDDOR COVID-19 2020/21

RIDDOR COVID-19

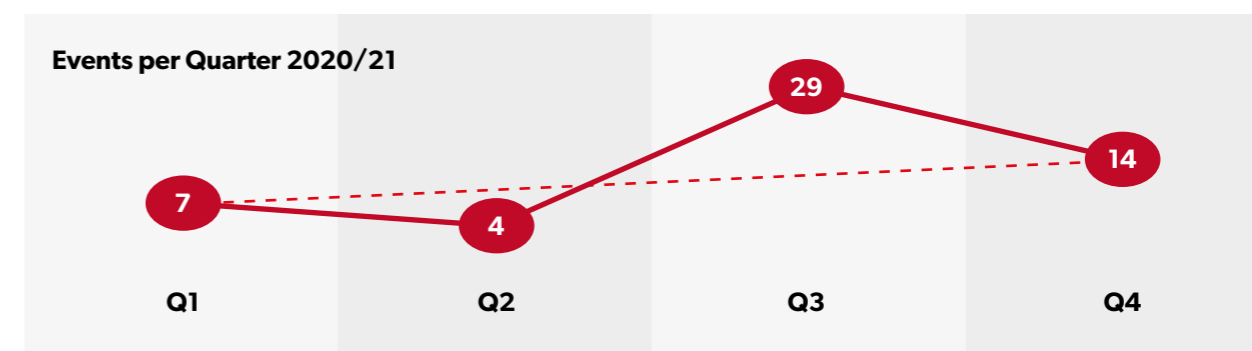


Figure 6: Total RIDDOR COVID-19 per Quarter 2020/21

During the reporting year SFRS staff reported 352 confirmed cases of COVID-19, of these 15% (54 of 352) were deemed as having reasonable evidence to be determined as a workplace transmission and subsequently reported to the HSE under RIDDOR.

Of the 54 workplace transmissions, 74% (40 of 54) occurred in the WSDA, 17% (9 of 54) in the ESDA, 6% (3 of 54) in the NSDA, and 4% (2 of 54) during training activities delivered by TSA.

54% (29 of 54) RIDDOR Reportable workplace transmissions occurred during Quarter 3 at the height of the second wave of the pandemic, of these 45% (13 of 29) occurred during outbreak clusters within two stations in the WSDA.

We will:

- Continue to monitor the guidance provided by the UK and Scottish Governments;
- Continue to support all Business Partners to maintain front line and essential services;
- Develop and update all SFRS COVID-19 controls as appropriate; and
- Continue to carry out support visits and desk top reviews where required.



OPERATIONAL Accidents/Injuries

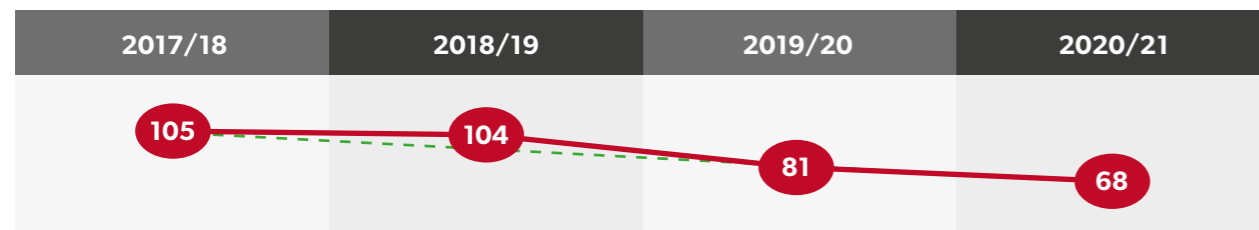


Figure 7: Operational Accidents/Injuries 2017/18 to 2020/21

There is a notable improvement in the trend for operational Accidents/Injuries over the four-year period. However, a 16% decrease is noted this year when comparing to the previous reporting year.

It is further noted that there is also a 7% decrease in the trend for operational incidents attended over the four-year period. The figures are: 2017/18 – 91901, 2018/19 – 92748, 2019/20 – 92070 and 2020/21 85581.

When considering the data in the context of operational incidents attended, a Firefighter was injured every 1,258 operational incidents attended during 2020/21 compared to every 1,130 in 2019/20, 885 in 2018/19 and every 857 in 2017/18, representing a year on year improvement.

40% (27 of 68) operational related Accidents/Injuries reported during 2020/21 occurred at Special Services representing an increase of 18% in this category when comparing to the previous reporting year. Numerically this equates to 9 additional Accidents/Injuries at Special Services. This increase is attributed to water rescue related incidents (2 to 8) and one event resulting in 4 injuries at the same operational incidents due to a third-party runaway vehicle.

A further 35% (24 of 68) of operational related Accidents/Injuries reported occurred whilst attending primary fires representing a decrease of 14% in this category when comparing to the previous reporting year, numerically this equates to 16 less Accidents/Injuries. 16% (11 of 68) occurred at secondary fires, representing a 2% increase in this category when comparing to the previous reporting year, however numerically the number remains the same. Finally, 9% (6 of 68) occurred at false alarm type incidents, representing a 5% decrease in this category when comparing to the previous reporting year, numerically this equates to 5 less Accidents/Injuries.

Operational Accidents/Injuries by Phase of the Incident

SDA	Mobilising	Initial	Developing	Closing	Returning	Total
North	4	3	11	3	0	21
East	3	5	12	3	0	23
West	4	5	11	4	0	24
Total	11	13	34	10	0	68

Table 7: 2020/21 Totals by Phase of Operational Incident

When we consider operational Accidents/Injuries by the stage of the incident, the data shows that 50%, (34 of 68) occurred during the developing stage of the incident, representing a 6% increase in this category, however numerically a decrease of 10 when comparing to the previous reporting year. These events are attributed to slips and trips on uneven/wet ground, being struck by objects, and manual handling/body movement injuries.

A further 19% (13 of 68) occurred during the initial stage of the incident, representing a decrease of 6% in this category and numerically a decrease of 7 when comparing to the previous reporting year. These are attributed to slipping on uneven ground, forcing entry, falling objects, and burns.

16% (11 of 68) occurred during mobilisation, representing an 8% increase in this category and numerically an increase of 3 when comparing to the previous reporting year. These events are attributed to lack of situational awareness e.g. slipping on uneven ground.

Finally, the remaining 15% (10 of 68) occurred during the closing stage of the incident, representing a 5% decrease in this category, numerically a decrease of 5 when comparing to the previous reporting year. These events are attributed to slipping on uneven ground, falling objects, animals, and manual handling/body movement injuries.

We will:

- Promote awareness of slips and trips on the incident ground through engagement with Service Delivery SAIG;
- Engage with Business Partners to identify behavioural issues and where existing control measures and/or SSoW are not being implemented; and
- Review water rescue arrangements and identify any areas of improvement.

Non-Operational Accidents/Injuries

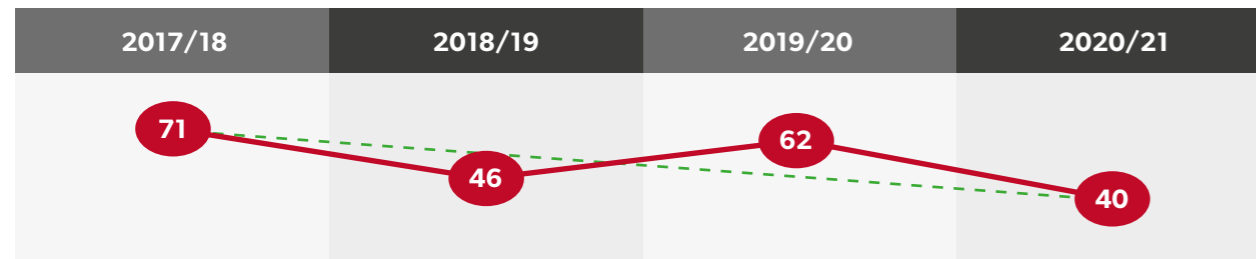


Figure 8: Non-Operational Accidents/Injuries 2017/18 to 2020/21

The four-year trend shows a continuing improvement in relation to non-operational Accidents/Injuries.

83% (33 of 40) of all non-operational Accidents/Injuries occurred within station premises, of which 28% (11 of 40) involved slipping on ice within SFRS car parks. A further 55% (22 of 40) occurred whilst carrying out cleaning duties, kitchen duties, routine checks, dismantling appliance, taking part in physical exercise and exiting car in car park. All can be attributed to lack of situational awareness.

We will:

- Continue to promote the gritting regimes detailed in individual Premises Traffic Management Plans during inclement weather;
- Develop a suite of GRA and SSoW for activities undertaken within the station environment; and
- Re-emphasise the need to comply with existing control measures e.g. the procedure for mounting and dismantling appliances/vehicles.

Training Accidents/Injuries

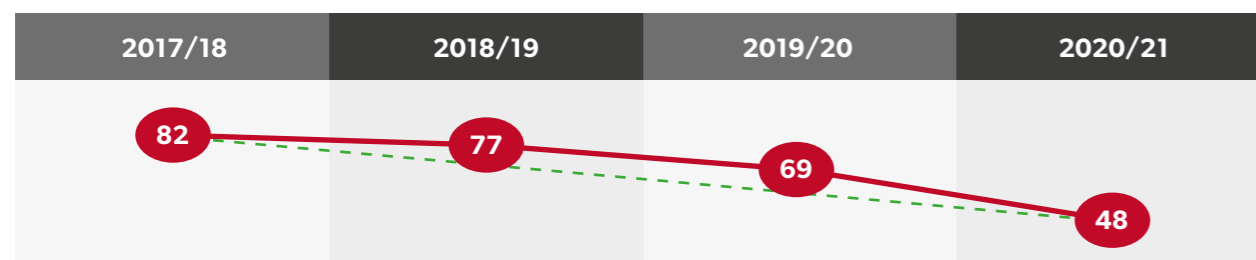


Figure 9: Training Accidents/Injuries 2017/18 to 2020/21

There is a year on year improvement noted in the four-year trend for training related Accidents/Injuries with a 42% improvement recorded when comparing 2017/18 with 2020/21. However, a 30% decrease is noted this year when comparing to the previous reporting year.

Whilst any improvement is welcomed the data must be considered in the context of reduced training activity in 2020/21 due to COVID-19.

31% (48 of 156) of all Accidents/Injuries reported during 2020/21 occurred during training related activities representing a 2% decrease in this category when comparing to the previous reporting year and a numerical decrease of 21.

73% (35 of 48) of all training related Accidents/Injuries occurred during SDA led training activities representing a 19% increase in this category, however numerically a decrease of 2 is noted when comparing to the previous reporting year. A further 27% (13 of 48) occurred during National Training activities representing a 19% decrease in this category and a numerical decrease of 19 when comparing to previous reporting year.

The majority, 73% (35 of 48), of all training related Accidents/Injuries reported occurred during refresher training, representing a 6% increase in this category and a numerical decrease of 11. Further analysis shows 37% (13 of 35) occurred during Core Skills training such as ladder drills and pump drills representing a 13% increase in this category and a numerical increase of 2. A further 23% (8 of 35) occurred during Breathing Apparatus (BA) training, representing a 14% decrease in this category and a numerical decrease of 9. Finally, 17% (6 of 35) occurred during swift water rescue training representing a 2% increase when comparing to the previous reporting year and a numerical decrease of 1.

During this reporting year 46 students and 2 instructors incurred Accidents/Injuries. There is no comparative data for previous reporting years.

We will:

- Undertake a review of training standards made available for the undertaking of SDA led training;
- Undertake a review of HS arrangements in place for core skills and swift water rescue training activities; and
- Identify and implement any additional control measures which may be required.

All Accidents/Injuries (including RIDDOR) to Uniformed Staff

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	RAG	% Change from Previous Reporting Year
North	50	41	38	36	Green	-5%
East	89	66	53	47	Green	-11%
West	47	67	67	52	Green	-22%
Strategic Planning, Performance and Communications	0	0	0	0		0%
Finance and Contractual Services	0	0	0	1	Red	-
People and Organisational Development	1	1	0	0		0%
Prevention and Protection	1	1	1	0	Green	-100%
Operations	5	2	4	1	Green	-75%
Service Development	0	0	0	0		0%
Training, Safety and Assurance	42	33	32	14	Green	-56%
Total	235	211	195	151	Green	-23%

Table 8: Accidents/Injuries (including RIDDOR) to Uniformed Staff Annual Totals

It is noted that 45% (68 of 151) of all Accidents/Injuries to uniformed staff occurred whilst attending operational incidents representing an 3% increase in this category and numerically a decrease of 13 when comparing to the previous reporting year. A further 30% (45 of 151) occurred during training, representing a 5% decrease in this category and a numerical decrease of 24 when comparing to the previous reporting year.

When considering the type of incident being attended data shows 38% (26 of 68) of uniformed staff Accidents/Injuries occurred at Special Services representing a 16% increase in this category, numerically this is an increase of 8 when comparing to the previous reporting year. 31% (8 of 26) related to operational water rescue incidents a 6% increase in this category and a numerical increase of 3. A further 37% (25 of 68) occurred whilst attending primary fires representing a 12% decrease in this category and numerically 15 less Accidents/Injuries when comparing to the previous reporting year. 16% (11 of 68) occurred at secondary fires an increase of 2% in this category, although numerically the number of events reported remains the same when comparing to the previous reporting year. Finally, 9% (6 of 68) of the injuries occurred as a result of attending False Alarm incidents representing a 5% decrease and numerically 5 fewer Accidents/Injuries when comparing to the previous reporting year.

50% (34 of 68) of the total operational related Accidents/Injuries occurred during the developing stage of the operational incident, representing a 6% increase in this category, however, numerically a decrease of 2 is noted when comparing to the previous reporting year. A further 19% (13 of 68) occurred during the initial stage of the operational incident, representing a 6% decrease and numerically a decrease of 7 from the previous reporting year.

31% (47 of 151) of all Accidents/Injuries to uniformed staff occurred during training, representing a decrease of 4% in this category and a numerical decrease of 22 when comparing to the previous reporting year. Further analysis shows 28% (13 of 47) were attributed to Core Skill training representing a 11% increase in this category however numerically the number of events reported remains the same when comparing to the previous reporting year. A further 26% (12 of 47) related to BA training Search and Rescue and Carbonaceous training representing a 9% decrease in this category and a numerical decrease of 12 when comparing to the previous reporting year. Finally, 13% (6 of 47) were attributed to Swift Water Rescue training, this figure is comparable to 2019/20 however a numerical decrease of 3 event is noted. The majority, 72% (34 of 47), of training related uniformed staff Accidents/Injuries occurred during SDA led training representing a 18% increase in this category, however numerically a decrease of 3 is noted when comparing to the previous reporting year.

24% (36 of 151) occurring during non-operational activities representing a 1% increase in this category and a numerical decrease of 9 when comparing to the previous reporting year. 92% (33 of 36) of those reported were attributed to a lack of situational awareness with no identifiable trend e.g. slipping on ice, working in kitchens, dismantling appliance, open gates, equipment poorly stowed, and walking into objects.

We will:

- Continue to work with and support our Business Partners via SAIG to identify root causes and implement appropriate control measures; and
- We will work with SDA to update/create a suite of risk assessments and SSoW for non-operational activities.

All Accidents/Injuries (including RIDDOR) to Non-Uniformed Staff

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	RAG	% Change from Previous Reporting Year
North	3	1	3	0		-100%
East	3	2	1	1		0%
West	2	2	1	1		0%
Strategic Planning, Performance and Communications	3	0	0	0		-
Finance and Contractual Services	10	9	6	2		-67%
People and Organisational Development	0	1	2	0		-100%
Prevention and Protection	0	0	0	0		-
Operations	0	1	2	0		-100%
Training, Safety and Assurance	2	0	2	1		-50%
Total	23	16	17	5		-71%

Table 9: Accidents/Injuries (including RIDDOR) to non-uniformed staff Annual Totals

Of the total non-uniformed Accidents/Injuries reported, 80% (4 of 5) were attributed to a lack of situational awareness e.g. moving tools, siting of equipment, and walking into signs, representing a 2% decrease and a numerical decrease of 10 when comparing to the previous reporting year.

40% (2 of 5) of all Accidents/Injuries to non-uniformed staff occurred within Fleet Workshops, representing a 16% increase in this category, however numerically a decrease of 2 is noted when comparing to the previous reporting year.

We will:

- Undertake a review of workplace inspections carried out within ARCs; and
- We will look at initiatives to promote/increase situational awareness.

Working Days Lost Due to Accidents/Injuries

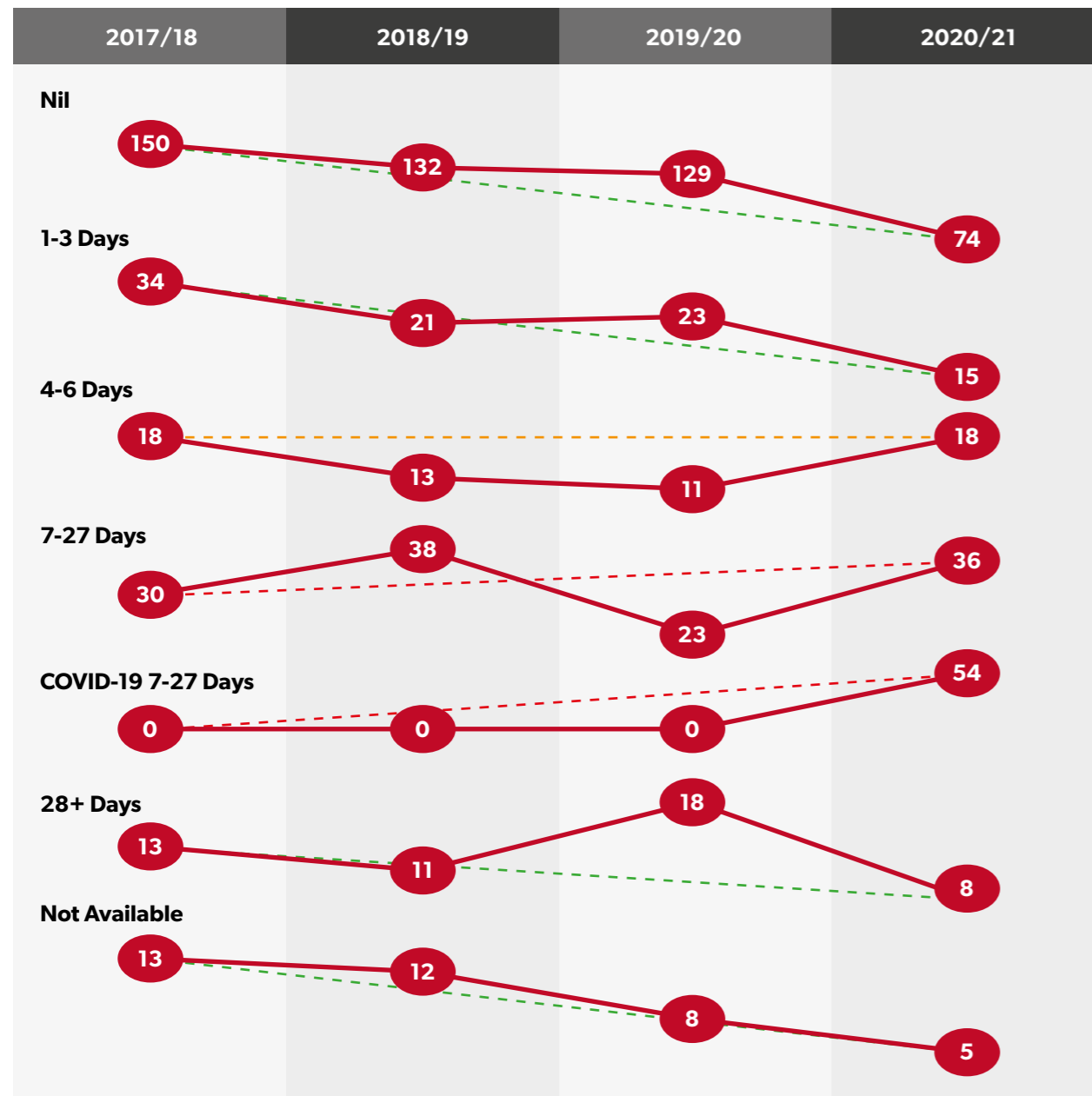


Figure 10: Working Day Lost Due to Accidents/Injuries 2017/18 to 2020/21

With the exception of the 7–27 days category and the newly added COVID–19 category all categories are showing a positive trend. Significant improvements have been made in gathering information resulting in a year on year improvement in the “not available” category.

We will:

- Continue to work with our colleagues in POD to review information in relation to absence and determine any necessary actions that may reduce absence;
- Continue to ensure that complete and accurate information relating to lost working time is being recorded; and
- Undertake support reviews to assist with compliance with COVID-19 workplace arrangements and task cards.

Three Most Common Accidents/Injuries by Causation

	2017/18		2018/19		2019/20		2020/21
Manual Handling/ Body Movement	55	Manual Handling/ Body Movement	81	Manual Handling/ Body Movement	77	Manual Handling / Body Movement	49
Slips, Trips & Falls	57	Slips, Trips & Falls	36	Slips, Trips & Falls	24	Slips, Trips & Falls	34
Hot / Cold	29	Hot / Cold	20	Hot / Cold	24	Impact (moving object)	19

Table 10: Three Most Common Accidents/Injuries by Causation

The most common cause of Accidents/Injuries across the SFRS remains manual handling/body movements accounting for 31% (49 of 156) of the total reported, although there has been a welcomed decrease of 5% in this category and a numerical decrease of 28 when comparing to the previous reporting year.

Further analysis shows 57% (28 of 49) occurring whilst undertaking training representing an increase of 19% in this category, however a numerical decrease of 1 is noted when comparing to the previous reporting year. A further 27% (13 of 49) occurred during operational incidents representing a decrease of 12% in this category and a numerical decrease of 17 when comparing to the previous reporting year. Finally, 16% (8 of 49) occurred whilst undertaking non-operational duties, representing a decrease of 8% in this category and a numerical decrease of 10 when comparing to the previous reporting year.

20% (10 of 49) of all manual handling/body movement injuries occurred whilst using ladders, with 60% (6 of 10) happening whilst undertaking training. A further 18% (9 of 49) occurred whilst using hose and 10% (5 of 49) whilst using BA sets.

Significant improvements are noted in operational related manual handling/body movement Accidents/Injuries with 1 Accident/Injury sustained every 6,583 operational incidents attended compared with 1 every 3,054 in the previous reporting year.

STF are the second most common cause of Accidents/Injuries within SFRS accounting for 22% (34 of 156) of the total Accidents/Injuries reported during 2020/21.

This represents an increase of 11% in this category and a numerical increase of 10 when comparing to the previous reporting year.

41% (14 of 34) of the total STF reported occurred at operational incidents representing a 1% decrease, however a numerical increase of 4 is noted when comparing to the previous reporting year. A further 35% (12 of 34) occurred whilst undertaking non-operational duties representing an increase of 2% and a numerical increase of 4 when comparing to the previous reporting year. 83% (10 of 12) of non-operational STF occurred within SFRS car parks or appliance bays, representing an 8% increase in this category and a numerical increase of 4 when comparing to the previous reporting year. 70% (7 of 10) of STF which occurred in SFRS car parks reported occurred due to slipping on ice.

Finally, 24% of STF (8 of 34) occurred whilst undertaking training, representing a decrease of 1% and a numerical increase of 2 when comparing to the previous reporting year. 63% (5 of 8) occurred during SDA led training, all occurred during refresher training representing a 4% decrease in this category and a numerical increase of 1 when comparing to the previous reporting year.

In an operational context a slip, trip and fall Accident/Injury occurred every 6,113 operational incidents attended compared with 1 in every 9,161 in the previous reporting year.

The third most common cause of Accidents/Injuries reported during 2020/21 is impact (moving object) accounting for 12% (19 of 156) of all Accidents/Injuries reported, representing a 2% increase in this category

and a numerical decrease of 1 when comparing to the previous reporting year. 42% (8 of 19) of the total reported occurred at operational incidents representing an increase of 4%, however numerically the number of events reported remains the same when comparing to the previous reporting year. A further 32% (6 of 19) of Accidents/Injuries involving impact (moving object) occurred whilst undertaking training, representing an increase of 13% and a numerical increase of 2 when comparing to the previous reporting year. 83% (5 of 6) occurred during SDA led training.

Finally, 26% (5 of 19) occurred whilst undertaking non-operational duties within SFRS premises, representing a 16% decrease in this category and a numerical decrease of 4 when comparing to the previous reporting year.

An Accident/Injury involving impact with a moving object occurred every 10,697 operational incidents attended compared with 1 in every 11,508 in the previous reporting year.

We will:

- Continue to support the work of SAIG;
- Ensure that the causes of all Accidents/Injuries sustained as a result of STF are fully scrutinised so

that preventative measures can be identified and implemented;

- Liaise with SDA via SAIG to ensure:
 - All equipment is stored securely in appliance lockers;
 - The correct PPE is worn at all stages on an incident; and
 - So far as is reasonably practicable, a visual inspection of structures used to pitch ladders.
- Ensure that training standards are reviewed to ensure sufficient information on manual handling and body movement is included;
- Continue to support the SFRS MSK Injury Reduction Group and Business Partners to reduce MSK injuries;
- Support the MSK Injury Reduction Group in undertaking a review of manual handling training provision and warm up methods;
- Continue to promote the gritting regimes detailed in individual Premises Traffic Management Plans during inclement weather; and
- Ensure that existing procedures for reporting property defects are being adhered to.



NEAR MISSES

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	RAG	% Change from Previous Reporting Year
North	62	48	32	36	Green	13%
East	51	74	76	49	Red	-36%
West	33	51	59	48	Red	-19%
Strategic Planning, Performance and Communications	0	0	0	0		-
Finance and Contractual Services	2	7	8	1	Green	-88%
People and Organisational Development	0	2	0	0		-
Prevention and Protection	1	0	0	0		-
Operations	4	3	8	5	Red	-38%
Service Development	0	0	0	0		-
Training, Safety and Assurance	15	18	16	9	Green	-44%
Total	168	203	199	148	Green	-26%

Table 11: NM Annual Totals

When considering the number of NM in relation to the number of RIDDOR Reportable events (excluding COVID-19) we see a ratio of 9:1 which is an improvement on the 8:1 ratio recorded for previous reporting year.

Operational NM accounted for 47% (70 of 148) of the total reported, representing an 11% increase in this category and a numerical increase of 1 when comparing to the previous reporting year. Given the corresponding reduction, 9% in operational related Accidents/Injuries and RIDDOR, this increase is considered a positive trend.

29% (43 of 148) of NM events occurred during non-operational activities, representing a 1% decrease in this category and a numerical reduction of 16 from the previous reporting year. 44% (19 of 43) related to property issues e.g. appliance bay doors, station locker doors, electrical faults and water related issues, representing a 30% increase in this type of NM and a numerical increase of 11 when comparing to the previous reporting year.

There were no other notable trends.

24% (35 of 148) of all NM reported were associated with training activities, representing a 9% decrease in this category and a numerical decrease of 34 when comparing to the previous reporting year. 74% (26 of 35) of all training related NM occurred during SDA led training representing a decrease of 7% in this category and a numerical decrease of 30 on the previous reporting year. All training related NM occurred during refresher training, an increase of 12% in this category, however a numerical decrease of 23 is noted when comparing to the previous reporting year.

The most common type of training being undertaken when a NM event occurred was during BA related training accounting for 37% (13 of 35) of the total training NM reported. The most common causes involved free flow incidents which account for 31% (3 of 13), 15% (2 of 13) involved BA Cylinders, 15% (2 of 13) involved Emergency Air Supply Equipment (EASE) kits and 15% (2 of 13) involved extension cables.

Near Misses

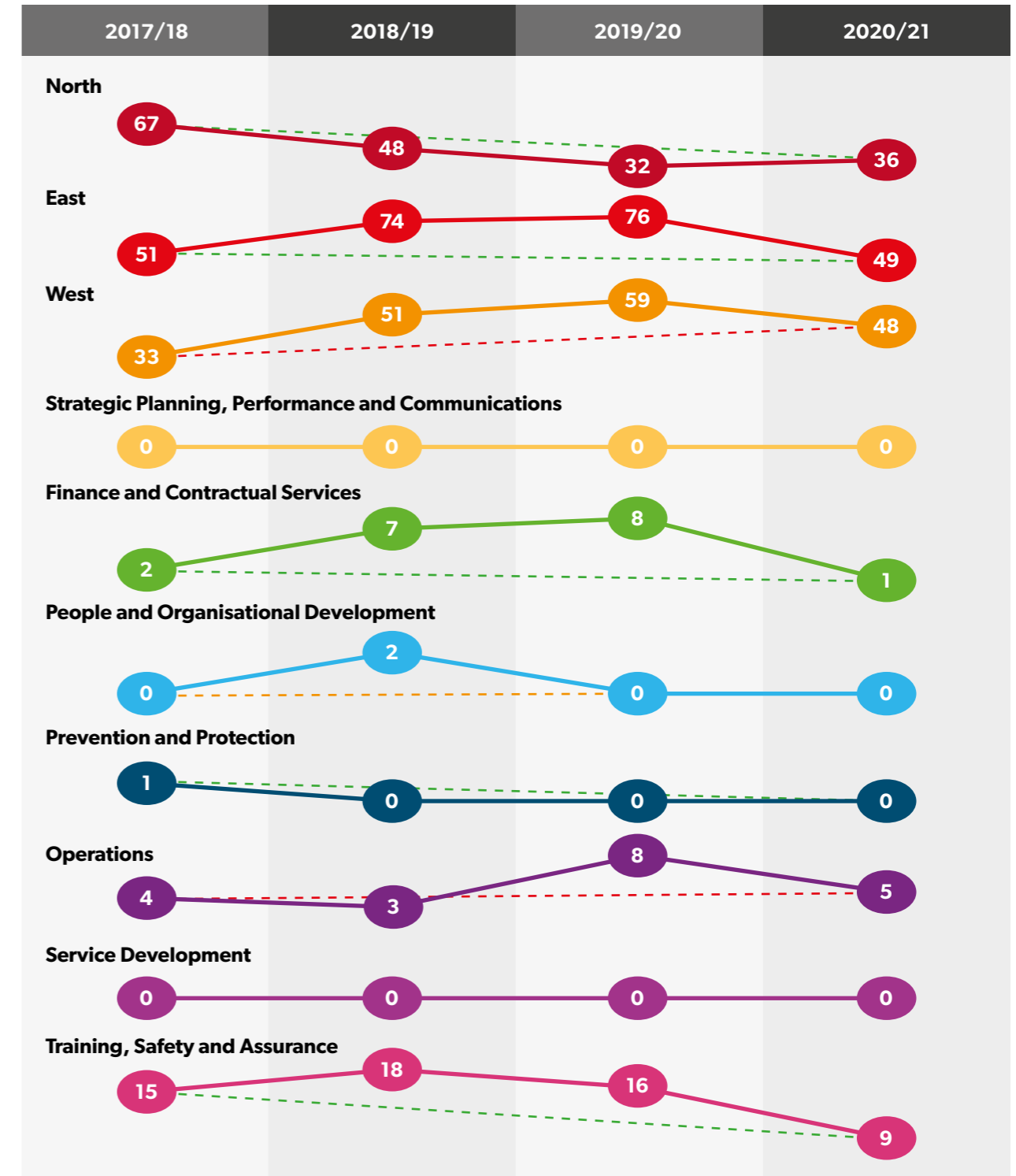


Figure 11: NM 2017/18 to 2020/21

To accurately interpret the NM reporting trend, data must be considered alongside Accidents/Injuries including RIDDOR Reportable event. By doing this, the preventative value and contribution to improving safety can be determined. When considering the number of NM in relation to the number of Accidents/Injuries (excluding COVID-19), we see a ratio of 1:1 in the NSDA, an improvement in frequency compared to 1:0.7 when compared to the previous reporting year. The ESDA shows a ratio of 1:0.9 a decrease in frequency compared to 1:1.4 when compared to the previous reporting year. The WSDA shows a ratio of 1:0.9 a decrease in frequency compared to 1:0.8 when compared to the previous reporting year. TSA shows a ratio of 1:0.6 an

improvement in frequency compared to 1:0.4 when compared to the previous reporting year.

We will:

- Utilise the SAIG to continue to promote the need and the benefits of reporting NM;
- Support the Training Function in identifying the causes of NM during carbonaceous fire behaviour Training Courses and implementing suitable control measures; and
- Consult with Property Services to review inspection regimes to ensure that they are still fit for purpose and where appropriate update regimes as required.



ACTS OF VIOLENCE

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	RAG	% Change from Previous Reporting Year
North	6	10	9	8	Green	-11%
East	15	26	15	23	Red	53%
West	40	47	31	37	Red	19%
Strategic Planning, Performance and Communications	0	0	0	0		-
Finance and Contractual Services	0	0	0	0		-
People and Organisational Development	0	0	0	0		-
Prevention and Protection	0	0	0	0		-
Operations	0	0	1	1	Orange	0%
Service Development	0	0	0	0		-
Training, Safety and Assurance	0	0	0	0		-
Total	61	83	56	69	Red	23%

Table 12: AoV Annual Totals

The total number AoV reported this year shows an increase of 23% (56 to 69) when comparing to the previous reporting year. This increase is attributed to a 53% (15 to 23) increase within the ESDA and 19% increase (31 to 37) in the WSDA.

With consideration to the number of incidents attended, a Firefighter was subjected to an AoV every 1,358 operational incidents attended, compared with 1 every 1,636 in 2019/20, 1 every 1,117 in 2018/19, and 1 every 1,698 in 2017/18.

91% (63 of 69) of AoV reported occurred at operational incidents, representing an 4% decrease in this category, however, a numerical increase of 10 is noted when comparing to the previous reporting year. Of the AoV which occurred at operational incidents 68% (43 of 63)

occurred at secondary fires, representing an increase of 2% and a numerical increase of 9 when comparing to the previous reporting year. 14% (9 of 63) occurred when responding to primary fires, representing a 1% decrease, and a numerical increase of 1 is noted when comparing to the previous reporting year.

51% (35 of 69) of the total AoV reported involved missiles or thrown objects, representing a 10% decrease in this category, however, numerically an increase of 1 is noted when comparing to the previous reporting year. 28% (19 of 69) involved bricks/bottles being thrown and 16% (11 of 69) involved fireworks being thrown.

43% (30 of 69) were attributed to verbal abuse to crews, representing a 25% increase in this category and a numerical decrease of 20 when comparing to

the previous reporting year. 6% (4 of 69) were physical assault by a person, representing a 12% decrease in this category and a numerical decrease of 6 when comparing to the previous reporting year. Of the physical AoV reported, 1 resulted in a Firefighter sustaining a leg injury after being struck by a member of the public.

Police assistance was requested in 81% (56 of 69) of AoV with 20% (11 of 56) considered as reportable under the Emergency Workers (Scotland) Act 2005. However, there have been no associated prosecutions.

There has been a steady underlying increasing trend of AoV reported over the four-year period, except for the WSDA.

When analysing AoV by season we see 17% (12) occurring during spring, 26% (18) during summer, 31% (22) during Autumn, and 25% (17) during winter. The period surrounding Bonfire night (01/11 – 09/11) accounted for 20% (14 of 69) of AoV, this shows an increase of 2 % and a numerical increase of 4 when comparing to the previous reporting year.

We will:

- Support SDA in engaging with partner agencies to further develop and enhance current arrangements to support the reduction of AoV, particularly at peak times e.g. bonfire night;
- Support the ESDA and WSDA in identifying geographical hotspots where AoV have taken place so that community engagement activities can be tailored and targeted;
- Ensure that crews are reminded of the need to use the following messages when under attack or under the threat of attack:
 - 'Immediate Police assistance required, crews under attack' or 'Police assistance required, crews under threat of attack'. This is outlined within SFRS SOP and SFRS Awareness Briefing – Request for Police Scotland Assistance at Operational Incidents' (6/12/2016); and
- Ensure that staff are made aware of the importance and benefits of reporting relevant incidents under the Emergency Workers (Scotland) Act 2005.

Acts of Violence

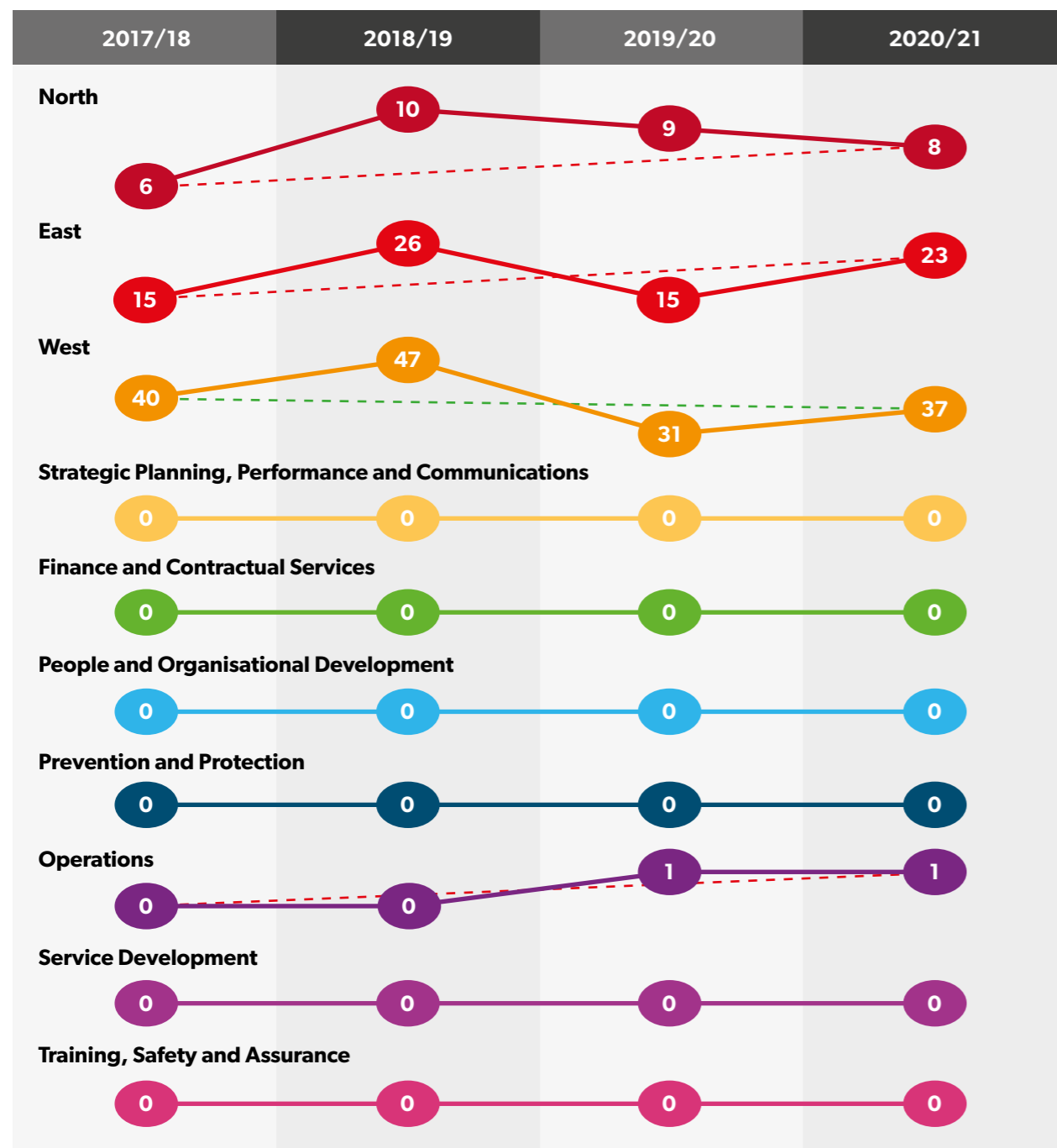


Figure 12: Annual Totals for AoV 2017/18 to 2020/21



VEHICLE ACCIDENTS

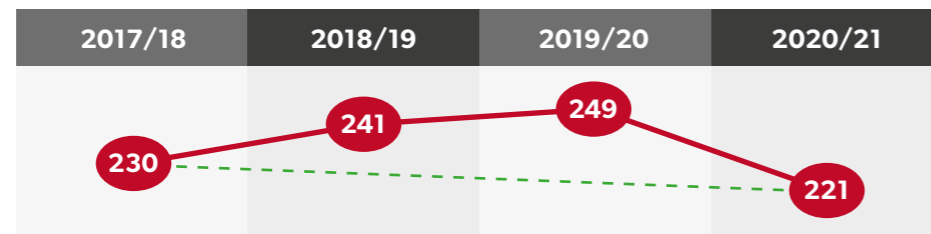


Figure 13: Vehicle Accidents 2017-18 to 2020-21

Over the four-year period, the overall number of VA are showing a downward trend. Across SFRS there were 221 VA, a 11% (249 to 221) decrease when comparing to the previous reporting year.

Analysis shows operational related VA accounted for 66% (145 of 221) of the total, a 10% increase

and a numerical increase of 5 when comparing to the previous reporting year. 32% (70 of 221) were attributed to non-operational activities, a 1% decrease and a numerical decrease of 13 when comparing to the previous reporting year. Finally, 3% (6 of 221) were attributed to training, representing an 8% decrease in this category and a numerical decrease of 20.

Vehicle Accidents

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	RAG	% Change from Previous Reporting Year
North	59	52	42	43	Red	2%
East	58	74	72	64	Green	-11%
West	99	94	116	96	Green	-17%
Strategic Planning, Performance and Communications	0	0	1	0	Green	-100%
Finance and Contractual Services	5	6	8	11	Red	38%
People and Organisational Development	0	1	0	0	White	-
Prevention and Protection	2	1	1	0	Green	-100%
Operations	1	2	3	3	Orange	0%
Service Development	0	0	0	0	White	-
Training, Safety and Assurance	6	11	6	4	Green	-33%
Total	230	241	249	221	Green	-11%

Table 13: Vehicle Accidents Annual Totals

Vehicle Accidents by Activity

SDA/Directorate	Operational	Non-Operational	Training	Total
North	31	12	0	43
East	46	15	3	64
West	67	28	1	96
Strategic Planning, Performance and Communications	0	0	0	0
Finance and Contractual Services	0	11	0	11
People and Organisational Development	0	0	0	0
Prevention and Protection	0	0	0	0
Operations	1	2	0	3
Service Development	0	0	0	0
Training, Safety and Assurance	0	2	2	4
Total	145	70	6	221

Table 14: Activity Undertaken Annual Totals

Operational related VA remain the most common VA with a VA reported every 590 operational incidents attended, compared to 1 in every 654 the previous reporting year indicating a negative trend in this category.

Further analysis shows a VA occurred every 604 operational incidents attended in the NSDA, compared to 1 in every 677 in the previous reporting year. In the ESDA a VA occurred every 614 operational incidents, compared to 1 in every 673 in the previous reporting year. Finally, in the WSDA a VA occurred every 663 operational incidents attended, compared with 1 in every 639 the previous reporting year.



Figure 14: Phases of Operational Incidents Annual Totals

46% (67 of 145) of operational related VA were attributed to mobilising representing a 2% increase in this category, although numerically the number of VA reported remains the same when comparing to the previous reporting year. The initial phase decreased by 2%, whilst during the developing phase VA increased by 4%. The closing and returning phases remained the same when compared to the previous reporting year.

Of the VA attributed to operational incidents, 58% (84 of 145) occurred at low speed, representing an 5% increase in this category and numerical increase of 10 when comparing to the previous reporting year. 69% (58 of 84) of low speed VA occurred whilst moving forward, a decrease of 8% in this category, however numerically an increase of 1 is noted when comparing to the previous reporting year. 43% (36 of 84) of low speed manoeuvres occurred during the returning phase of the incident with 81% (29 of 36) of these as a result of hitting something fixed or stationary e.g. parked cars and street furniture.

A further 26% (37 of 145) of operational related VA occurred whilst driving under blue light conditions, representing a decrease of 8% in this category and a numerical decrease of 10 when comparing to the previous reporting year.

34% (50 of 145) of the operation VA occurred on urban roads, representing a 9% increase in this category and a numerical increase of 15 when comparing to the previous reporting year. 19% (28 of 145) occurred on A Class roads, representing a decrease of 7% in this category and a numerical decrease of 8 when comparing to the previous reporting year. 19% (28 of 145) occurred on B Class roads, representing a 4% increase in this category and a numerical increase of 7 when comparing to the previous reporting year. A further 8% (12 of 145) occurred off road, representing a decrease of 5% and a numerical decrease of 5.

12% (17 of 145) occurred in appliance bays, representing an increase of 1% in this category and a numerical increase of 1.

Driver assistants were used in 28% (41 of 145) of the VA reported, representing an increase of 6% and a numerical increase of 10 when comparing to the previous reporting year.

32% (70 of 221) of VA reported were attributed to non-operational activities, representing a 1% decrease and a numerical decrease of 13 with the previous reporting year. 59% (41 of 70) of the non-operational VA involved the use of Fire Appliances, representing a decrease of 10% in this category and a numerical decrease of 16 when comparing to the previous reporting year.

36% (25 of 70) involved the use of SFRS White Fleet, representing an increase of 5% in this category and a numerical increase of 8 when comparing to the previous reporting year. 4% (3 of 70) involved private cars, representing a decrease of 5% in this category, however numerically remaining the same when comparing to the previous reporting year. The remaining 1% (1 of 70) involved a forklift.

There is no comparative data for the previous reporting year.

Finally, Training related VA accounted for 3% (6 of 221) of VA, representing a 7% decrease and a numerical decrease of 20 for the previous reporting year. 83% (5 of 6) were attributed to attending refresher training, representing an increase of 18% and a numerical decrease of 12 is noted in this category when comparing to the previous reporting year. 60% (3 of 5) occurred whilst attending Swift Water Rescue training, representing an increase of 19%, however, a numerical decrease of 4 is noted in this category when comparing to the previous reporting year.

Vehicle Accidents by Cause

SDA/Directorate	Hit Something Fixed or Stationery	Hit or Hit by a Moving Vehicle	Other	Total
North	35	2	6	43
East	51	4	9	64
West	80	6	10	96
Strategic Planning, Performance and Communications	0	0	0	0
Finance and Contractual Services	8	2	1	11
People and Organisational Development	0	0	0	0
Prevention and Protection	0	0	0	0
Operations	2	0	1	3
Service Development	0	0	0	0
Training, Safety and Assurance	4	0	0	4
Total	180	14	27	221

Table 15: Vehicle Accidents Cause Annual Totals

Examples of "Others" includes charging cable not being released and vehicle slides due to icy conditions.

The most common cause of VA across the SFRS continues to be 'hit something fixed or stationary, accounting for 81% (180 of 221) of the total reported, representing an increase of 20% and numerically an increase of 18 when compared to the previous reporting year.

44% (80 of 180) occurred in the WSDA, representing a decrease of 10% in this category and numerically a decrease of 6 when compared to the previous reporting year. 28% (51 of 180) occurred in the ESDA, a 4% increase in this category and numerically an increase of 14 when compared to the previous year. 19% (35 of 180) occurred in the NSDA, a 4% increase in this category and numerically an increase of 9 when compared to the previous year.

Vehicle Accidents by Speed Type

SDA/Directorate	Low Speed	ERD (Blue Light)	Normal Road Use	Water Related Events	Total
North	30	11	2	0	43
East	36	18	3	4	61
West	67	19	9	0	95
Strategic Planning, Performance and Communications	0	0	0	0	0
Finance and Contractual Services	7	0	4	0	11
People and Organisational Development	0	0	0	0	0
Prevention and Protection	0	0	0	0	0
Operations	1	0	1	0	2
Training, Safety and Assurance	3	1	0	0	4
Total	144	49	19	4	216

Table 16: Vehicle Accidents Speed Type Annual Totals

65% (144 of 221) of VA across the SFRS occurred at low speed, representing a 5% decrease and numerically decrease of 5 when compared to the previous reporting year.

The difference in overall totals (221 to 216) is due to Third Party at fault events.

Vehicle Accidents by Direction of Travel

SDA/Directorate	Forward	Reverse	Total
North	32	11	43
East	47	14	61
West	75	18	95
Strategic Planning, Performance and Communications	0	0	0
Finance and Contractual Services	5	6	11
People and Organisational Development	0	0	0
Prevention and Protection	0	0	0
Operations	1	1	2
Training, Safety and Assurance	3	1	4
Total	164	51	221

Table 17: Vehicle Accidents Speed Type Annual Totals

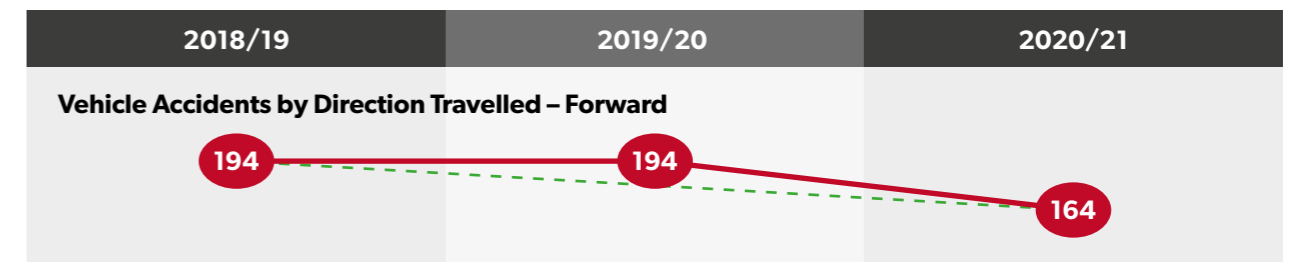


Figure 15: Vehicle Accidents by Travel - Forward Annual Totals

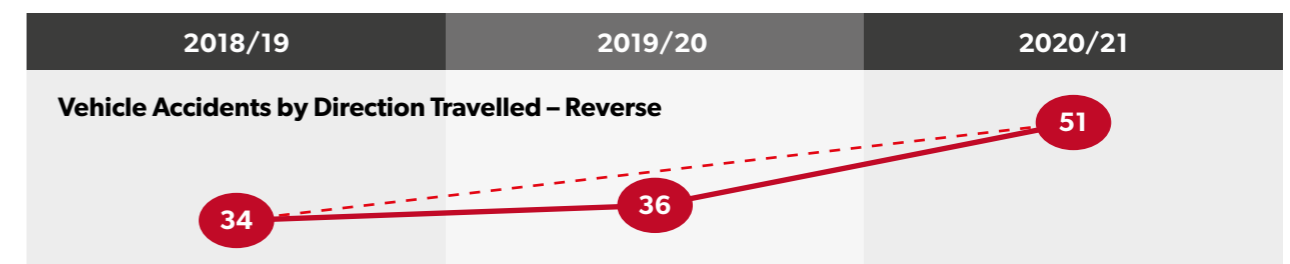


Figure 16: Vehicle Accidents by Travel - Reverse Annual Totals

There was no comparative data available in these categories of VA which occurred whilst the vehicle was moving forward for 2017/18.

74% (164 of 221) of VA across the SFRS occurred whilst the vehicle was moving forward representing, a 4% decrease and numerically decrease of 30 when compared to the previous reporting year. 23% (51 of 221) of VA across the SFRS occurred whilst the vehicle was reversing, representing a 9% increase and numerically increase of 15 when compared to the previous reporting year.

22% (48 of 221) of VA involved the use of Driving Assistants, an increase of 3% and a numerical increase of 1 when comparing to the previous reporting year. Another 26% (57 of 221) of VA required Driving Assistants to be in position, however they were not used. This represents an increase of 7% and a numerical increase of 10 when comparing to the previous reporting year.

We will:

- Engage with SDA SAIG to:
 - Ensure Officers in Charge (OIC) and drivers are made aware of the need and importance of utilising Driving Assistants at all times as detailed in the SFRS Driver's Handbook;
 - Ensure Driving Assistants are used when entering and leaving appliance bays;
 - Ensure that OIC monitor Driving Assistants to ensure the role is being properly carried out;
 - Ensure the position and statements from Driving Assistants are included in all event reports;
 - Ensure that OIC and drivers are reminded of the importance of ensuring charging cables have been disconnected before driving off;
 - Ensure that OIC and drivers are reminded of the importance of ensuring checks are made to confirm appliance locker doors are properly open before driving off;
- Undertake a review of Water Rescue to determine any areas of good practice and improvement; and
- Continue to promote the gritting regimes detailed in individual Premises Traffic Management Plans during inclement weather.

Health and Safety Functional Plan 2021/22

During 2021/22, HS will work towards fulfilling the following objectives, with a view to increasing the overall effectiveness of HS management:

Deliver rolling programme of SFRS HSIP across the organisation

- Develop the SFRS Annual HSIP and bespoke SDA/Directorate Improvement Plans; and
- Facilitate the completion of Plans through robust engagement and advice to Business Partners.

Develop and implement the following suite of Management Arrangements and LCMS modules to provide managers with the tools to support legal compliance

- Radiation;
- Management of Plant and Equipment;
- New and Expectant Mothers;
- Self-Audits; and
- Audits.

Develop and implement business processes that promote efficiency and compliance with General Data Protection Regulation (GDPR)

- Develop and implement HS Department internal business protocols handbook.

Develop and implement ICT solutions to enhance HS

- Continue to develop modules and liaise with ICT in relation to the SFRS bespoke Electronic HS Management System – Think, Act, Stay Safe.

Develop and facilitate implementation of various risk reduction strategies

- Advise on the outcomes of hand-arm vibration and noise measurements;
- Advise on the Operational Document Conversion Project;
- Support the work of the SFRS Contaminants Group by coordinating the development of practices to mitigate the risk of exposure;
- Develop and advise on various measures to reduce the work-related transmission of COVID-19;
- Develop and implement practices to enhance the embedding of identified lessons within the SFRS following significant events; and
- Facilitate the completion of Directorate Employee Handbooks.

12. GLOSSARY OF TERMS

The following glossary is an alphabetical list of terms and/or abbreviations contained within the report with their corresponding meanings or explanations.

Terms and/or abbreviations	Definitions and/or meanings
Accident/Injury Rate	The total number of reported Accidents/Injuries divided by total number of employees multiplied by 1,000 to give the accident injury rate per employee
AoV	Acts of Violence
BA	Breathing Apparatus
GRA	Generic Risk Assessment
HS	Health and Safety
HSE	Health and Safety Executive
HSIP	Health and Safety Improvement Plan
LSO	Local Senior Officer
MSK	Musculoskeletal
Musculoskeletal	Referring to the musculoskeletal system including bones, ligaments, muscles, tendons, nerves and other connective tissues
NM	Near Miss
Operational Accident/Injury Rate	Total number of reported Accidents/Injuries divided by total number of incidents multiplied by 100 to give the accident injury rate per incident attended
P&P	Prevention and Protection
POD	People and Organisational Development
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
SAIG	Safety and Assurance Improvement Group

Terms and/or abbreviations	Definitions and/or meanings
SDA	Service Delivery Area
SFRS	Scottish Fire and Rescue Service
SOP	Standard Operating Procedure
SSoW	Safe System of Work
VA	Vehicle Accident
White Fleet	White Fleet is anything falling below 7,000 kgs whether blue lighted or not



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