



HEALTH, SAFETY AND ENVIRONMENT ANNUAL REPORT

2010-2011





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| . FOREWORD

By Robert Scott, Assistant Chief Officer



It gives me great pleasure to present the Health, Safety & Environment Annual Report for 2010 – 2011.

As the Director of Training and Operational Review, I am delighted to report that we have continued to achieve significant improvements in our performance, ensuring the health, safety and well-being of our staff.

In 2010, a restructure of our Service saw the integration of the Health and Safety Section, Operational Review, Process Review and Operational Tactics to form a new Operational Assurance Section within the Training and Operational Review (TOR) Directorate. The Operational Assurance Section shall engender a culture of self analysis through the application of robust, systematic internal and external evaluation of the Service's processes and practices.

The Operational Assurance Section is central to securing safe and effective Service delivery through an unprecedented time of change. The Health and Safety Executive (HSE) issued their Striking the Balance document in 2010, this high level document set out to define what Fire and Rescue Services (FRS) can expect from the HSE and what the HSE in turn expect from FRS. Whilst this document provided high level guidance, we await further detail as to how this will be implemented at a local level. In the intervening period, Lord Young, the Prime Minister's adviser on health and safety law and practice, published his report Common Sense, Common Safety. Lord Young's report recommended that Firefighters are given 'reassurance that they

will not be investigated or prosecuted for undertaking an act of heroism'. We welcome the sentiment behind this statement, however Lord Young's report, took no account of the FRS's well established Incident Command structures. Incident Command is the foundation of our safe systems of work and is paramount to Firefighter safety; it will therefore continue to be strictly adhered to.

Striking the Balance and Common Sense Common Safety along with the UK Government's desire to reform health and safety at operational and regulatory levels has resulted in challenging times for all FRS.

Strathclyde Fire & Rescue (SFR) remains committed to sensible and proportionate health and safety. We are fully committed to ensuring that our staff are provided with the safe working environment they deserve through enhanced operational assurance activities, Incident Command training, risk assessment and safe systems of work .

Our continued commitment to health and safety is demonstrated through our investment in a bespoke training facility, due to open in the spring 2012, offering state of the

art training facilities unrivalled throughout the UK. The facility shall provide our staff with the skills they need to bring operational incidents to a successful conclusion in the safest and most effective manner.

I would like to extend my thanks to the Board of Strathclyde Fire & Rescue and the Corporate Management Team, without their support and commitment, these great achievements would not have been possible.

To conclude, our continued improvement in health and safety performance is most welcome. We are striving to maintain our excellent health and safety performance and shall endeavour to ensure health and safety remains at the core of our Service delivery. We shall actively dispel myths and promote sensible, proportionate health and safety throughout 2011-2012 and would ask for your continued support and co-operation in ensuring that Strathclyde Fire & Rescue continues to provide a safe working environment for all.

Robert Scott
Assistant Chief Officer

2. INTRODUCTION

By Karen Lockhart, Health and Safety Manager



Chief Officer, Corporate Management Team, and Members of the Safety Committee.

It is my privilege to submit for your consideration the Annual Report of the activities of Strathclyde Fire & Rescue Health and Safety Section for the period 1st April 2010 to 31st March 2011.

Karen Lockhart
Strathclyde Fire & Rescue Health and Safety Manager



*“We strive to provide excellence
in service delivery at all times”*

Source: Our Values, Vision 2020



3. HEALTH AND SAFETY ACTIVITY

The health and safety performance of SFR continues to improve year on year. The following section details examples of Directorate work which has contributed to another successful year.

Training and Operational Review Directorate

The Training and Operational Review Directorate (TOR) provides a key role in ensuring and improving safety across SFR. This role has been enhanced with the recent restructure of the Directorate and the formation of an integrated Operational Assurance team incorporating Operational Review, Process Review and Health and Safety. Our electronic Health and Safety Management System (HSMS) has continued to expand and has become increasingly utilised during the year and is now embedded within our culture, as all events are now recorded electronically this permits the section to monitor instantaneous action throughout the Service.

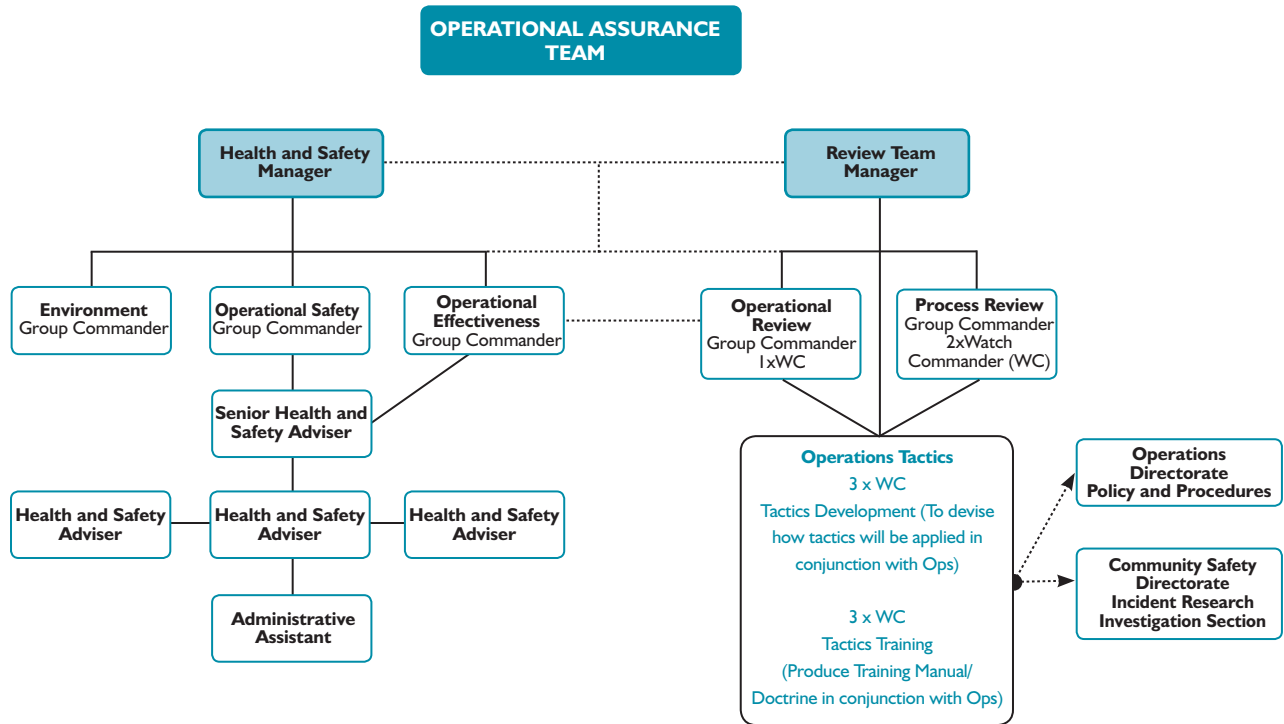
Operational Assurance

The creation of a new Operational Assurance Section within the TOR Directorate will allow evidence captured from a range of sources. This will be used to create doctrine and improve upon current practices and procedures so as to improve safety throughout all aspects of the Service.

The new structure will see trends in accidents and injuries, observations from Operational Reviews and Process Reviews, findings from Community Safety Case Studies and Case Conferences and other operational sources being pulled together and used to feed a focused Operational Tactics team.

The Operational Tactics team will work hand in hand with colleagues from Operations and Community Safety to create/revise Generic Risk Assessments (GRA), Operational Doctrine, Standard Operating Procedures and safety flashes to address any identified need.

New Operational Assurance Structure



The TOR Directorate will continue to review work being undertaken across SFR to ensure safety is at the forefront of all activities.

Health and Safety Section

During the reporting year the Health and Safety Section has continued to develop, advise and support the Service in meeting its legislative requirements. The following is a summary of the Section's achievements for the reporting year:

Strategic

- Advised on 10 National GRA Consultation
- Developed a Stress Policy and Analysis Tool
- Developed a Risk Management Policy, Guidance and Register
- Developed a Drug & Alcohol Policy and Guidance
- Developed Generic Risk Assessment Summary Documents
- Participated in the European Week for Safety and Health
- Developed a Dynamic Risk Assessment/Analytical Risk Assessment Process

- Advised on the revision of Operational Technical notes
- Developed an Accident Investigation Protocol
- Development of the new Training Centre Risk Assessments
- Institute of Occupational Safety and Health (IOSH) Course Marking

Operational

- Developed and issued 3 Safety Flashes
- Developed and issued Food Safety and Near Miss Reporting posters
- Developed and delivered 10 Food Safety Briefings
- Developed 48 Generic Risk Assessments and 43 Specific Risk Assessments
- Conducted 12 Display Screen Equipment (DSE) Assessments
- Attended 21 Level 2 operational incidents. 5 Level 3 incidents and 3 Level 4 incidents.
- Control of Substances Hazardous to Health Assesments 11
- Advised on the revision of High Rise Operational Technical (OT) Note Review

- Developed a Stress Policy and Analysis Tool Implementation
- Completed 68 Assessments of First Aid Needs
- Facilitated the training of 617 staff in Level 2 Food Safety

Health and Safety Management System Development

- Development and implementation of Display Screen Equipment Module
- Development and implementation of CoSHH Module
- Development and implementation of Hazard Reporting
- Developed and Implemented a Representative Bodies Report
- Development and implementation of Audit Module

Environment

- Developed and implemented an Environmental Communication Strategy
- Development and implementation of a Carbon Management Plan

- Completed 2 Waste Surveys
- Development of a Waste Management Contract
- Implementation and management of our responsibilities under the Carbon Reduction Commitment
- Development of an Environmental Legal Register
- Development of an Environmental Management System

The Health and Safety Section continues to engage with our internal customers across the Service, meeting regularly with Operations, Human Resources, Occupational Health, Representative Bodies, Healthy Working Lives committee, the Environmental Forum and Health and Safety Liaison Officers. In addition the Section also works with external partners including; the Emergency Service Liaison Group and Chief Fire Officers Association (CFOA) Health & Safety and Environment Groups.

Operational Review

Operational Review is an integral part of our internal audit strategy, forming the core method of recording good practice and learning needs on the incident ground. Requests for reviews are issued by the Operational Review Team to Incident Commanders and Senior Officers attending incidents and following the reviews of SFR's daily incident briefing reports and incident search facilities. These reviews link to information obtained through the Service's structured debrief process which assists SFR to maintain its operational effectiveness in order to meet the challenges faced by staff whilst attending operational incidents.

Structured Debrief

We continue to use structured debriefs to gather information from the wide range of operational incidents across SFR. This methodology has been reinforced through the revalidation of existing facilitators and the expansion of our qualified staff. This has allowed us to undertake a greater number of debriefs within a timeframe

that ensures the capture of learning points from all staff across the Service when incidents are still fresh in the minds of those involved.

Incident Command Training

The TOR Directorate's Incident Command team continue to deliver incident command training at Bronze, Silver and Gold command levels in conjunction with other Scottish Fire & Rescue Services and the Scottish Fire Services College. The ability to provide this training within SFR has been enhanced at Bronze command level through the use of two purpose built training vehicles. These vehicles utilise both Minerva and Hydra incident command training systems to be used as part of the training and assessment programme.

Ticket to Ride

Ticket to Ride (TTR) is recognised across SFR as a safe and effective means for managing 'operations', taking account of Command Competence, Incident Organisation and Incident Risk Management.

TTR is a safety critical process which offers a robust means to test and verify all Incident Commanders (ICs) in their role. It promotes competence and extends their understanding beyond that required of their initial responsibilities within the Incident Command Structure (ICS). The assessment process used by TTR is robust and based on National Occupational Standards.

Technical Rescue Training Centre (TRTC)

TRTC exists to provide the technical rescue skills knowledge and understanding to Firefighters enabling them to save life and alleviate suffering in a controlled, safe and professional manner.

Instructors are qualified to teach their respective subjects to internal staff and external personnel throughout Scotland.

Examples of courses completed during the reporting year are given within Table I:

Table I

| Course | Numbers Trained |
|--|-----------------|
| Safe Working at Height/Rope | 676 |
| Water Rescue | 279 |
| Boats | 253 |
| Urban Search and Rescue | 207 |
| Station Led Training | 798 |
| Road Traffic Collision | 180 |
| Others | 513 |
| External Personnel from other Fire and Rescue Services | 81 |
| First Person on Scene/Trauma | 339 |
| Total | 3,326 |

Please Note: Station led training is the utilisation of the TRTC facilities, for Area based staff to undertake refresher training of any element of our technical rescue courses.

Breathing Apparatus and Delivery Section

The Breathing Apparatus (BA) and Delivery Section continue to deliver BA, BA Refresher Training and Fire Behaviour Training in line with the Directorate's Service Plan. This continual training of our operational staff ensures compliance with our health and safety requirements.

We have recently purchased bespoke Carbonaceous Fire Training Units to complement our existing real fire training. These facilities are located at Oban and Dregghorn Community Fire Stations. The procurement of these units, with the necessary supportive infrastructure, will allow us to deliver the ultimate in realistic fire training whilst enhancing our health and safety standards.

Emergency Response Driver Training Unit (ERDTU)

To cover the wide range of incidents attended by SFR a varied fleet of vehicles and associated equipment are available. It is essential that this equipment is used in a safe

and proficient manner and that all legal requirements are satisfied. In order to achieve this training, assessment and familiarisation of all SFR vehicle drivers and equipment operators is the responsibility of the ERDTU.

In addition, to further enhance the safety of our emergency response driver training and ultimately service delivery, all SFR driving instructors must now achieve a Royal Society for the Prevention of Accidents Diploma in Driving Instruction.

Water and Flood Rescue

SFR's Area based Swift Water Rescue Instructors, have been extremely busy during the reporting year training over 900 staff, to ensure they were trained to the highest standards recognised for the Swift Water and Flood Rescue environment.

This hard work was recognised by Rescue 3 Europe, one of the leading rescue training institutions in the world, who presented SFR with the award for "Agency Training Provider of the Year 2011".

Operations

Health and Safety and in particular Firefighter safety remain at the forefront of all of the Operations Directorate activities.

It is pleasing to note that the total number of injuries to uniformed staff continues on a downward trend however, in terms of incident type; to have 24% of injuries occur at secondary fires is slightly worrying. This has to be tempered with the knowledge that many of these were superficial e.g. blisters on feet whilst walking at grass/heath fires. The increase in the number of trainees injured at operational incidents is an issue which the Operations Directorate will consider carefully as we progress.

Operational Intelligence

To assist with this, the directorate has recently been re-aligned to give greater clarity of the functions within the Directorate. The Directorate now comprises Policy and

Procedures, Appliances and Equipment, Civil Contingencies, Operational Support Centre and Directorate and Area liaison.

The Directorate and Area Liaison is already providing a sound platform ensuring that links with Community Safety and Training and Operational Review are strengthened so that lessons learned or Operational Intelligence gleaned from Community Safety activities, Operational Reviews or Operational Assurance are promulgated quickly to operational crews.

To further enhance this we will, in the near future, be looking to consolidate all of this Operational Intelligence into a standard format that can be accessed from a central location.

Work continues on the next generation of Vehicle Mounted Data System and second screens will be fitted to all appliances in the not too distant future. This will allow risk critical information to be accessed by crews en-route to an incident.

Operational Procedures

Operational and Technical (Op/Tech) notes have long been the cornerstone of our operational information. As the number and complexity of operational notes have increased, it has become necessary to review their format.

As a result the process of changing Op/Tech notes to Standard Operating Procedures (SOP) has now commenced.

The SOP is essentially the designated safe system of work and is based on the Generic Risk Assessment (GRA). The full document includes all the risk critical information and also encompasses a SOP summary.

The Technical Information Note (TIN) is a technical note for items such as equipment, Personal Protective Equipment (PPE) etc and is based on either the Provision and Use of Work Equipment Regulations (PUWER) assessment for equipment or the PPE assessment. This process distils the risk critical information which is required en-route or at an

incident from the supporting information which may not be time critical.

A comprehensive review of Incident Command Operational Technical Note A89 has taken place and the new procedural document has been implemented across the Service. Op Tech Note A89, Incident Command complements the National Fire and Rescue manual, including explanations of variations and additional procedures which directly support SFR's implementation of the Incident Command System (ICS).

Operational Response

We continue to monitor the effectiveness of our operational response. To this end, we have and will continue to review the location of our equipment and resources. Recently we have seen the re-introduction of Aerial Ladder Platforms (ALP) to enhance our fleet of height vehicles and we have enhanced our water rescue and flood response capability with the provision of additional equipment and training.



Corporate Resources

Occupational Health Unit

The Occupational Health Unit (OHU) continues to roll out the Health Surveillance Programme (medical and fitness assessment). This programme is applicable to all staff with an operational commitment. In 2010 staff from a number of stations in North & South Ayrshire, North Glasgow, North Lanarkshire, South Glasgow and Renfrewshire & Inverclyde were assessed as part of the programme. The OHU also conducted assessments for all day duty staff, including Group Commanders, prior to their attendance at Breathing Apparatus refresher courses.

In 2010, the OHU commenced Health Surveillance for Retained Duty Staff (RDS) and Volunteers. Staff from these groups were requested to attend their local GP for a medical assessment, with the GP reports being returned to the OHU for review by medical staff and appropriate follow up action. This has proven to be very effective to date and will continue into 2011.

Gym Equipment Review

The OHU has contributed, along with the Operations Directorate and the Health and Safety Section, in SFR's gym equipment review group. The group are undertaking a review of current gym equipment provided to stations to determine its suitability for maintaining physical fitness for the role.

A number of stations have trialled various pieces of gym equipment and provided user feedback which is used as part of the evaluation process to determine the future approved SFR list. Independently the OHU are trialling new equipment such as cross trainers, versaclimber, versapulley and viper (rope pull) with a view to determining their suitability for future use in stations. Recommendations will be passed to the gym equipment review group for consideration.

Managing Stress

During the reporting year a stress working group was established. The group included representatives from Human Resources, the OHU and Health and Safety. The aim of the group

was to develop a stress policy document and survey tools in line with current legislation and best practice.

The policy sets out clear guidance to staff and their managers on how to identify and manage stress within the workplace and will be circulated for consultation at the beginning of the forthcoming year.

Healthy Working Lives (HWL)

SFR continues to work towards achieving the Bronze Award. The HWL Award programme offers a clear evidence based framework for improving health at work, relevant to the needs of all employers and celebrates good practice.

In 2010 the HWL Group conducted an employee needs survey to determine the level of knowledge in a number of areas including alcohol, fitness, healthy eating as well assessing their knowledge of existing policies and procedures such as managing attendance, health and safety and employee wellbeing. The main findings from the survey resulted in an action plan being

devised for the group to take forward throughout SFR. This will see a number of interactive health promotion events, poster campaigns etc being delivered in all Areas including Workshops, Training Centre and the Operational Support Centre (OSC) in Johnstone.

Fleet & Technical Support Services

233 light fleet vehicles which include light fleet cars, vans, lorries and also spare appliances now have an automatic vehicle location system.

This online positioning system delivers valuable, information to enable SFR to manage our mobile resources more efficiently and securely.

In line with our Management of Occupational Road Risk Policy and our Environmental Strategy this system helps manage the impact on the environment by monitoring carbon emissions. The system calculates a vehicle's actual emissions which can help reduce fleet costs, fuel consumption, maintenance and vehicle depreciation.

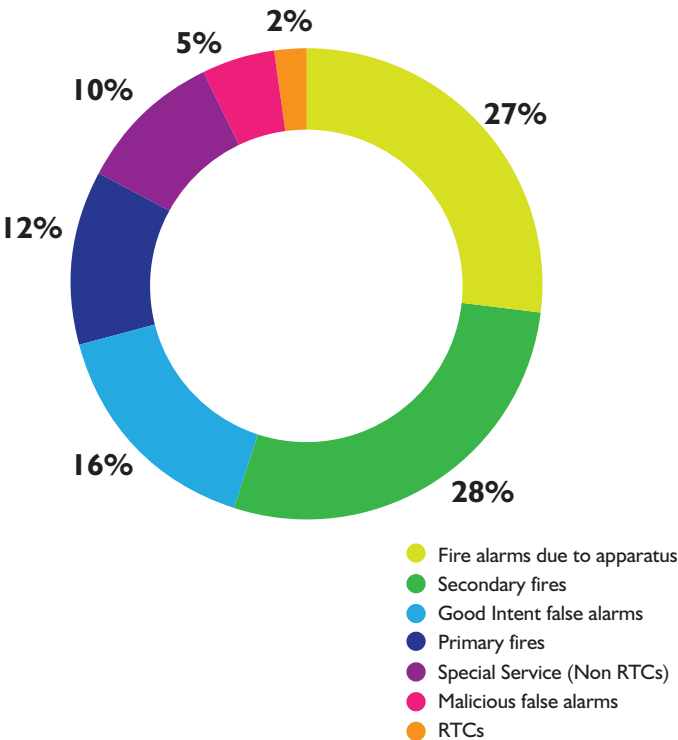


Community Safety

During the last 12 months the Community Safety Directorate has continued to develop new and revise existing, policies and procedures that will support and contribute to the wellbeing of the communities served by SFR. These documents have assisted with the overall reduction of operational demand and the impact carbon emissions have upon the environment.

The Directorate's Demand Reduction Team has produced a Community Fire Safety Assessment that has identified a number of priorities which will inform and support Areas with the process of Community Planning and Engagement.

The above results, along with the recommendations contained within the Scotland Together Report, have been utilised to shape and inform the contents of the 2010 - 2013 Community Safety Strategy.



Community Fire Safety Assessment for the timeframe 2006 - 2010

Unwanted Fire Alarm Signals

The introduction of a revised Unwanted Fire Alarm Signals (UFAS) Policy in December 2010 provides a mechanism where individuals can contribute to the reduction of this incident type whilst also ensuring steps are taken to assist with the safety of Firefighters and other road users.

During the reporting year SFR attended 15,360 UFAS incidents, a reduction of 1,300 from the previous year. The utilisation of this policy and its resulting reduction in UFAS incidents has led to a reduction in operational demand, fuel costs and the production of carbon emissions from our direct and indirect activities.

Secondary Fires

Secondary fires within SFR account for approximately 28% of all operational demand and place an unnecessary strain on frontline resources and the environment.

The Community Safety Directorate is working closely with a number of internal and external stakeholders to reduce

these types of incidents and have produced the following strategies and procedures during the period of 2010 - 2011.

- Bonfire Strategy
- Spring and Summer Deliberate Fire Setting Reduction Strategy
- Guidance and Good Practice to Reduce Deliberate Fire Setting and Fire Related Anti Social Behaviour
- Information Sharing Guidance and Good Practice
- Tasking and Co-ordinating Guidance and Good Practice

The production of a Bonfire Strategy along with a Spring and Summer Deliberate Fire Setting Reduction Strategy has provided guidance and good practice to staff throughout the 9 SFR Areas. The guidance contained within these documents is designed to contribute to the overall reduction of operational incidents, reduce the level of carbon emissions produced by secondary fires and appliance movements, whilst contributing to the safety of operational staff by reducing Acts of Violence.

Fire Safety in the Built Environment

Operational Reassurance Visits (ORV's)

The Fire Safety Enforcement section has been actively engaged in a number of risk critical information areas which support front line Firefighters. Recently, operational crews have been involved in carrying out ORV's to all Public Houses within SFR's geographical area. Over 1200 ORV's were undertaken and 547 public houses were found to have some form of Fire Safety Enforcement deficiency. During the ORV process a small number of premises were found to have basements and cellars that were not being used solely for storage but were being used for office space. This information was utilised to inform Incident Commanders of the hazards associated within these premises.

Large Scale Timber Framed Constructions

As a result of an agreement between SFR and the UK Timber Framed Association, SFR will receive notification

of all large scale Timber Framed Buildings being defined as a building over four stories or more, or one where the floor area exceeds 2000m². Each Area is then informed of the location of these buildings to allow crews to undertake familiarisation visitations under Section 9(2)d of the Fire Scotland Act 2005. This information is then used to train and develop Firefighters and assist with pre-planning.

North Lanarkshire Building Control Pilot Partnership

North Lanarkshire Fire Safety Enforcement Officers have been involved in a Pilot Partnership Working Group with North Lanarkshire Building Control. A dedicated web mail address now provides critical information relating to dangerous buildings, timber framed constructions, premises with basements, fire engineered buildings and houses with roof/loft conversions to our operational crews and enforcement teams. This greatly enhances local knowledge and in turn ensures that front line crews can be deployed in a safe and effective manner.



4. OUR PERFORMANCE: SAFETY IN NUMBERS

53%

The number of injuries occurring whilst undertaking routine duties on premises has reduced by 53% from 85 to 40

45%

The number of support staff injuries has reduced by 45% from 38 to 21

32%

The number of cuts from sharp/coarse material or equipment has reduced by 32% from 19 to 13

31%

The number of physical attacks by missile has reduced by 31% from 65 to 45

16%

The number of Acts of Violence reports has reduced by 16% from 93 to 78

13%

The number of total injuries for all SFR staff has reduced by 13% from 186 to 161



“We strive to further advance our already successful health, safety and welfare culture to reduce injury and illness involving our staff”

Source: Corporate Strategy 2010-2013

Five Year Injury Trend Analysis



The trend line demonstrates a continued reduction in injuries to Service staff over the last 2 consecutive years by 28% from 223 to 161 respectively.

This trend reflects SFR's approach towards health and safety and its positive culture within the Service.

During the reporting year those accidents resulting in time lost from work gave rise to a cost of £49,035. This figure consists of £42,255 basic salary payments and £6,780 occupational health costs.

Please note: This figure does not include additional cost of primary employment payments for our RDS staff.

Our total injuries for 2010 - 2011 have reduced by **13%** from 186 to 161



How We Compare

The Health and Safety Executive calculates national injury statistics for analysis as an average comparison per 100,000 employees.

Whilst the Scottish Fire and Rescue Service performance is unavailable for the current reporting year; the following data demonstrates a continuing strong performance in SFR's Health and Safety Management when compared nationally.

| COMPARISON AGAINST BENCHMARK | INJURY RATE PER 100,000 EMPLOYEES | | |
|--------------------------------|-----------------------------------|------------|------------|
| | 2007-2008 | 2008-2009 | 2009-2010 |
| Strathclyde Fire & Rescue | 6492 | 6756 | 5463 |
| Scottish Fire Services Average | 8041 | 7246 | 5593 |
| % Difference | -24% | -7% | -2% |

$$\text{INJURY RATE} = \frac{\text{Number of Injuries} \times 100,000}{\text{Number of Employees}}$$

The 2009-2010 figure continues to remain **below** the Scottish Fire Services average



Injury Statistics - Uniformed Staff

| UNIFORMED STAFF | Major Injuries | Over 3 Days | Minor Injuries | Total Injuries |
|------------------|----------------|-------------|----------------|----------------|
| 2005-2006 | 2 | 55 | 162 | 219 |
| 2006-2007 | 4 | 48 | 153 | 205 |
| 2007-2008 | 3 | 35 | 143 | 181 |
| 2008-2009 | 2 | 25 | 151 | 178 |
| 2009-2010 | 1 | 21 | 123 | 145 |
| 2010-2011 | 4 | 30 | 106 | 140 |

The statistics show another reduction of 3% (145 to 140) during the reporting year, however there was an increase both in the severity of injury and the number of days lost as a result of injuries.

Of the 140 injuries to uniformed staff, 82 occurred at operational incidents.

57% of the 3 day injuries (17 of 30) occurred at operational incidents.

The main cause of over 3 day injuries were, slips, trips and falls 47%, (14 of 30), of these 7 occurred at operational incidents, 5 at non-operational incidents and 2 during training.

There were a total of 4 major injuries during the reporting year, these are as follows:

1. A trainee Firefighter fractured their ankle after landing awkwardly when jumping from a ladder being used to gain access over a fence.
2. A Firefighter cracked ribs moving hose over uneven ground whilst firefighting when they lost balance and fell against a low level wall.
3. A Crew Commander cracked ribs attempting to gain access to premises whilst using their shoulder to gain entry.
4. A trainee Firefighter fractured their ankle whilst running out fire hose from a road into a wooded area and tripped, which resulted in a broken ankle.

Uniformed staff injuries have reduced
by **3%** from 145 to 140



Injury Statistics - Support Staff

| SUPPORT STAFF | Major Injuries | Over 3 Days | Minor Injuries | Total Injuries |
|------------------|----------------|-------------|----------------|----------------|
| 2005-2006 | 0 | 5 | 70 | 75 |
| 2006-2007 | 0 | 5 | 37 | 42 |
| 2007-2008 | 0 | 2 | 30 | 32 |
| 2008-2009 | 0 | 3 | 42 | 45 |
| 2009-2010 | 0 | 5 | 33 | 38 |
| 2010-2011 | 0 | 2 | 19 | 21 |

There has been a reduction of 45% (38 to 21) in support staff injuries during the reporting year. This reduction is attributed to a decrease in cuts during kitchen activities and manual handling injuries during office activities.

Kitchens remain the most common location for support staff injuries; with burns being the most frequent injury type sustained. A kitchen safety campaign was undertaken during the reporting year, the health and safety section will continue to actively monitor kitchen safety through programmed food safety manual audits in the forthcoming year.

Support staff injuries have reduced
by **45%** from 38 to 21



Injury Statistics - Trainee Firefighters

| ACTIVITY LOCATION | TRAINEE FIREFIGHTER INJURY STATISTICS | | | | |
|--------------------------------|---------------------------------------|-----------|-----------|-----------|-----------|
| | 2006-2007 | 2007-2008 | 2008-2009 | 2009-2010 | 2010-2011 |
| Scottish Fire Services College | 13 | 9 | 8 | 3 | 0 |
| Community Safety Visits | n/a | n/a | n/a | n/a | 1 |
| Operational Incidents | 5 | 9 | 7 | 5 | 12 |
| Training On Station | 15 | 11 | 12 | 13 | 6 |
| Training Off Station | n/a | n/a | n/a | n/a | 3 |
| Total Injuries | 33 | 29 | 27 | 21 | 22 |

The total number of injuries to trainee Firefighters has increased by one (21 to 22).

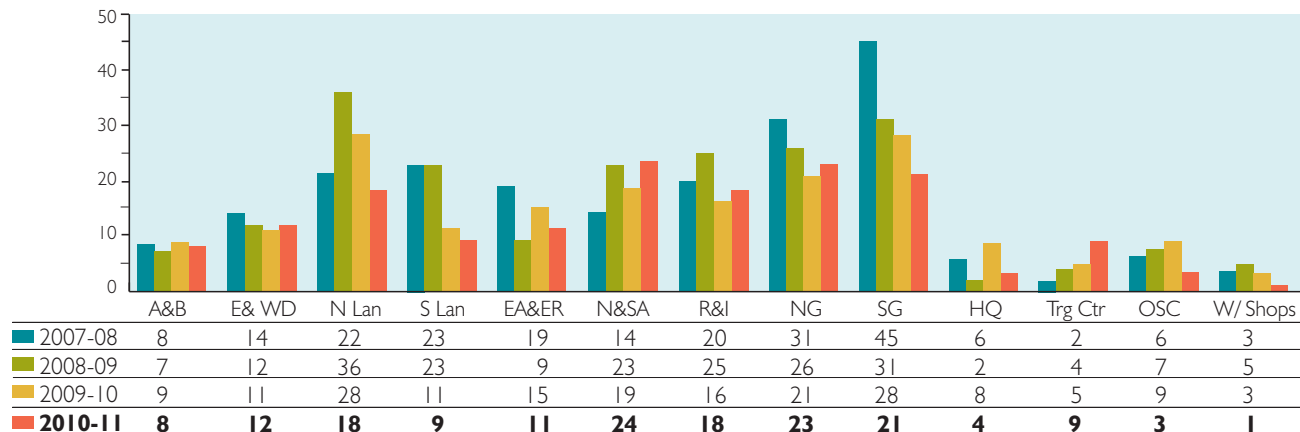
The most notable change is shown in the work activity being undertaken at the time of the accident. Trainee Firefighter injuries are now more prevalent at operational incidents. 50% of these operational injuries were slips, trips and falls. The Operations Directorate shall be actively working to reduce injuries to trainee Firefighters throughout the forthcoming year.

There was a significant reduction in the number of injuries that occurred during training on station reduced by 54% (13 to 6).

Trainee Firefighters injuries have increased by 5% from 21 to 22



Service Locations



The above graph illustrates a number of improving areas but does highlight those whose performance indicates an increasing injury rate.

North Lanarkshire demonstrates a welcome reduction of 64% (28 to 18) during the reporting year. However, the 80% increase (5 to 9) within the Service's Training Centre is of concern. Whilst this is the case, performance here

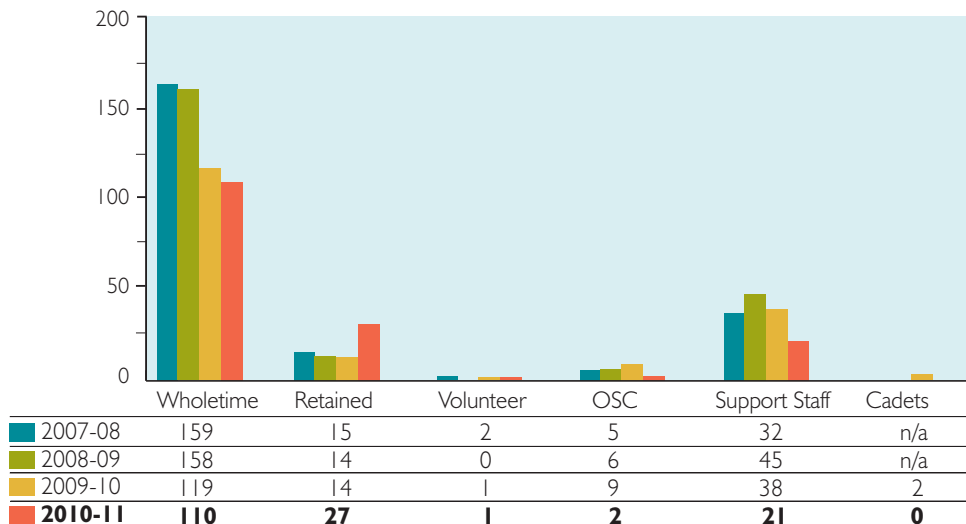
should be measured against a general increase in the types of training on offer. This includes; rope rescue, water rescue and flood rescue activities.

We will continually monitor and analyse performance in this regard and shall focus our attention on these emerging trends highlighted.

Area/Department injuries reduced
by **12%** from 183 to 161



Occupational Status



The most significant reduction relates to OSC Staff, which reduced by 78% (9 to 2).

For the second consecutive year our Support Staff also achieved a 45% reduction (38 to 21).

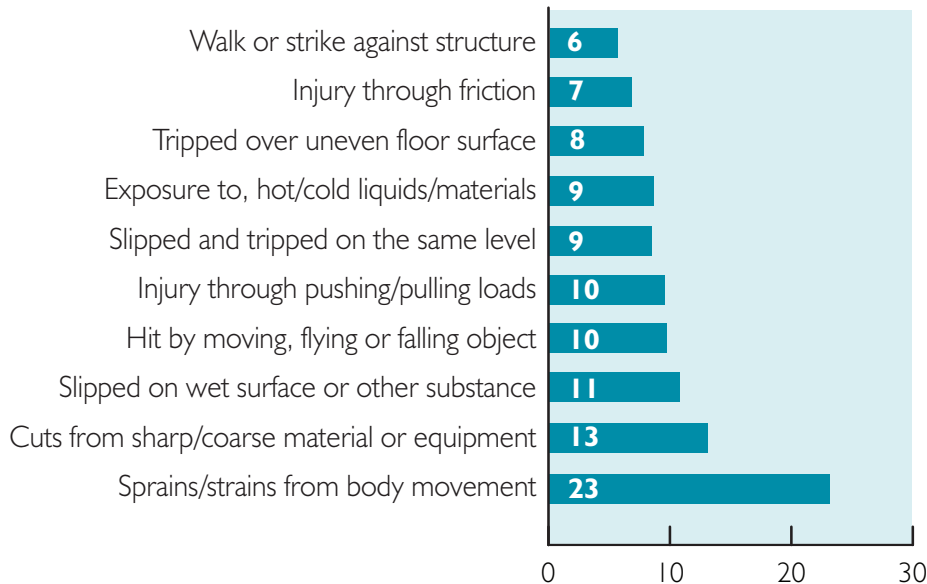
However, Retained Staff have shown a 92% increase (14 to 27). The majority of these injuries are attributed to incidents at grass and heathland fires.

The Health and Safety Section have been actively working to reduce injuries within all roles and we shall continue to monitor potential areas of improvement.

Support staff injuries have reduced by **45%** from 38 to 21



Accident Type: 10 Most Common 2010-2011



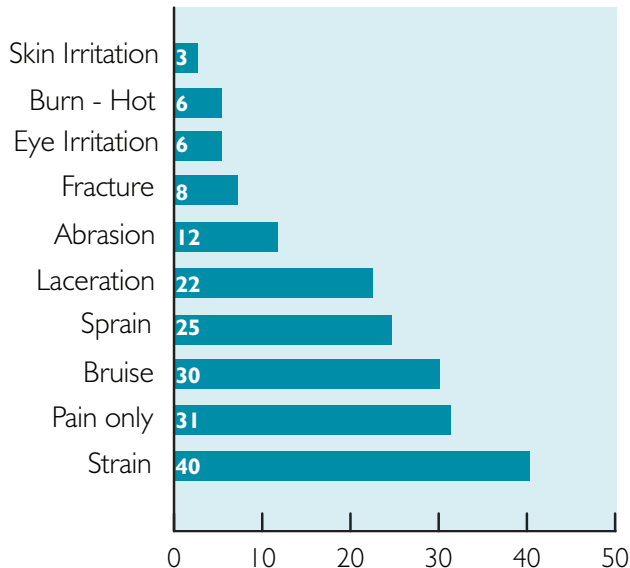
Sprains and strains injuries from body movement remain our most common accident type, however this type of injury has reduced by 18% (28 to 23) along with cuts from sharp/coarse material or equipment which have reduced by 32% (19 to 13).

Please note: There are several sub-groups that make up the total slips and trips figure.

Cuts from sharp/coarse material or equipment have also reduced by **32%** from 19 to 13



Injury Type: 10 Most Common 2010-2011



Sprains and strains remain the most common type of injury within SFR with a total of 65 occurrences, representing 40% of all injuries.

There were 8 fracture injuries during the reporting year, 5 of which involved moving, handling and use of equipment at operational incidents.

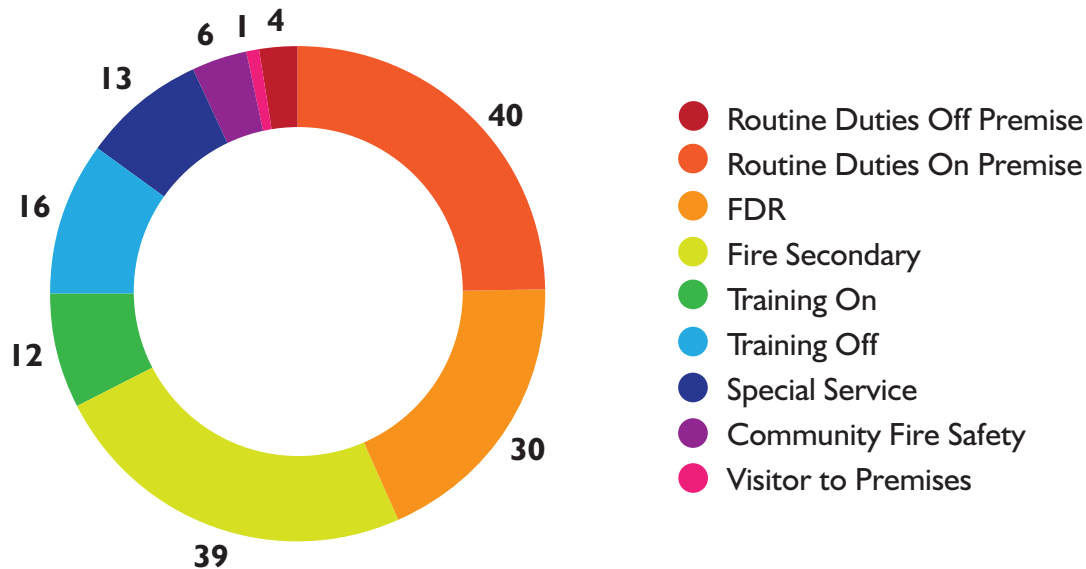
The continued roll out of our new interactive manual handling training will increase staff awareness of good moving and handling techniques. The Health & Safety Section shall monitor this roll out throughout the forthcoming year.

Please note: The electronic HSMS allows more than one injury to be recorded for an accident.

Strain injuries have reduced by **20%** from 50 to 40



Injury Location by Work Activity 2010-2011



Uniformed Staff Injury / Incident Ratio **1:638**

Note: Figures include Fire Damage Report (FDRs), Secondary Fires and Special Services

Injuries caused by those activities defined as routine duties on premises reduced by 53% (85 to 40).

This reduction is attributed to the introduction of a new gritting procedure along with the introduction of a revised Health and Safety Station inspection programme.

To enhance our monitoring of uniformed staff safety at operational incidents. We have introduced an injury to the incident ratio calculation. This ratio demonstrates that uniformed staff are injured once every 638 operational incidents attended.

The Health and Safety Section have been actively working with the Operations Directorate and shall continue to identify and action potential areas of improvement to reduce injuries at incidents.

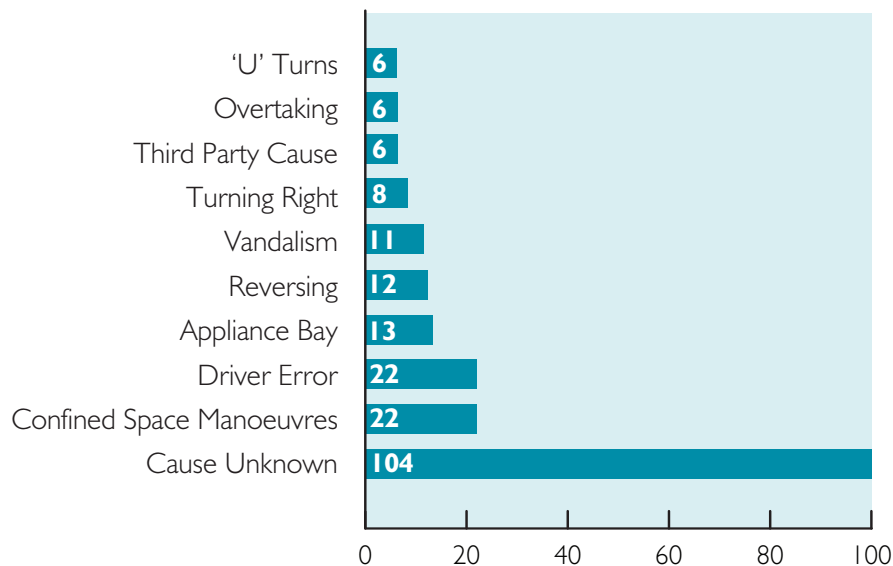
40 injuries occurred during routine on premises activities (40%)

39 injuries occurred at secondary fires (24%)

30 injuries occurred at (FDR's) (19%)

16 injuries occurred during training off premises (10%)

5. VEHICLE EVENTS: 10 MOST COMMON 2010-2011

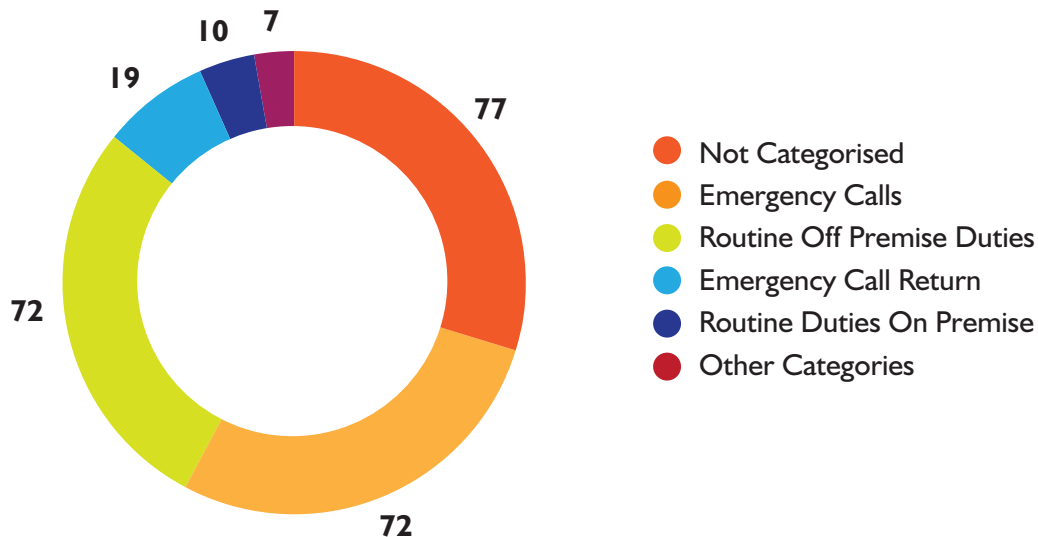


257 vehicle accidents were recorded during the reporting year of these events 42% (104) are recorded as unknown.

35% (91) of the vehicle events occurred during responding to or returning from emergency calls, with driver error and confined space manoeuvres being the most common cause.

During the reporting year reversing events have shown a reduction of 40% (20 to 12), along with confined space manoeuvres which reduced by 33% (33 to 22).

The Health and Safety Section will continue to work with Fleet Support Services to identify actions and reduce unknown reports in the forthcoming year.



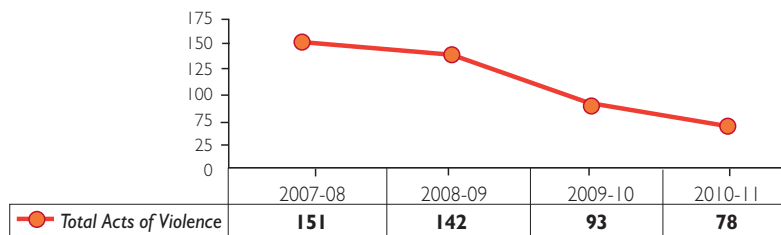
During the reporting year vehicle events cost a total of **£85,139** to the Service.

Vehicle events have reduced by **3%** from 265 to 257



6. ACTS OF VIOLENCE

Total Acts of Violence Trend Line



The trend line clearly indicates a continued positive trend with a reduction of 16% (15) during the reporting year.

This reduction in Acts of Violence has been achieved through education and youth development initiatives including Firereach programmes in North and South Glasgow and Operation Bright Spark in Renfrewshire and Inverclyde. These initiatives will continue in the forthcoming year.

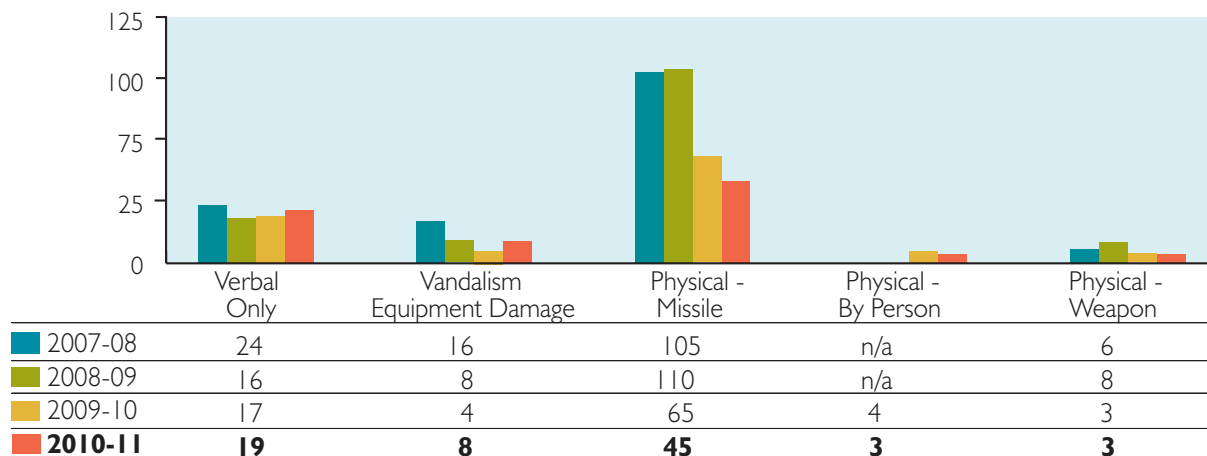
This year we have introduced an Act of Violence to incident ratio calculation. This ratio demonstrates that a uniformed member of staff is subjected to an act of violence every 769 operational incidents attended.

Uniformed Staff / Act of Violence incident ratio
1:769

Acts of violence have reduced
by **16%** from 93 to 78



Acts Of Violence By Category

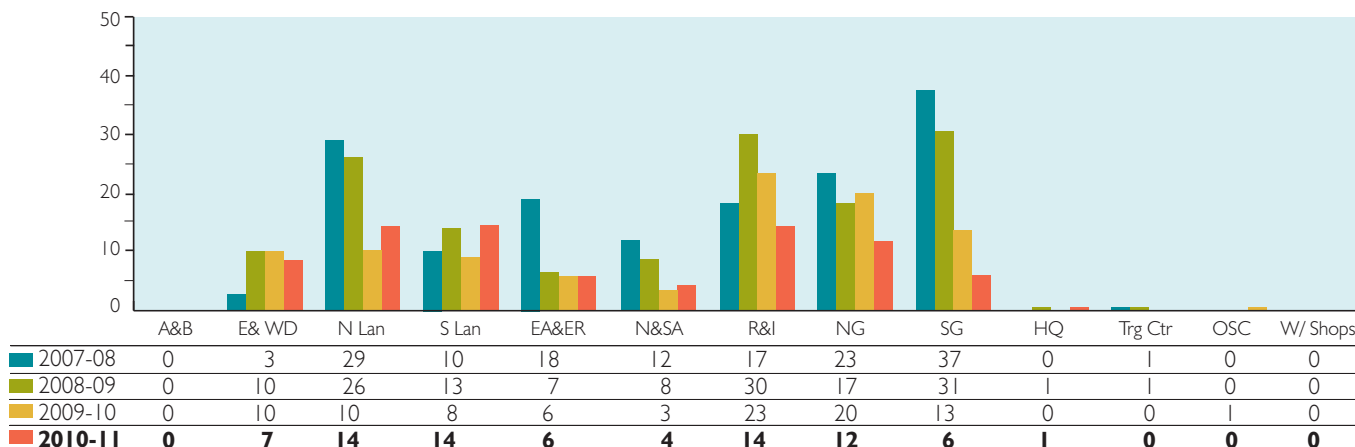


During the reporting year there was a reduction of 31% (65 to 45) in physical attacks by missile.

There were 3 physical attacks by persons. One involved youths attacking an appliance at a refuse fire. One involved a small child spitting at a Watch Commander at an operational incident and one involved members of the public having to be restrained from entering a house fire.

Physical attacks by missile
have reduced by **31%**
from 65 to 45

Acts of Violence by Service Location



During the reporting year 69%, 9 out of 13 Service locations, maintained or reduced their occurrence of Acts of Violence.

An example of partnership work within North Glasgow's Firereach programme included working with "Alba", specialists in military fitness and "Swamp", a production company who produced thematic films including open hydrant occurrences and acts of violence towards firefighters.

The Health and Safety Section will continue to monitor potential areas of improvement and shall work closely with Areas who have shown an increase during the reporting year.

Acts of Violence reports
maintained or reduced in **69%**
of Service Locations



7. EXPOSURE TO HAZARDOUS SUBSTANCES

| HAZARDOUS SUBSTANCE | Staff Exposed in 2006-07 | Staff Exposed in 2007-08 | Staff Exposed in 2008-09 | Staff Exposed in 2009-10 | Staff Exposed in 2010-11 |
|---------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Asbestos | 19 | 45 | 134 | 43 | 43 |
| Biological | 0 | 0 | 0 | 0 | 0 |
| Chemical | 5 | 0 | 13 | 0 | 6 |
| Dusts | 0 | 0 | 0 | 0 | 0 |
| Fumes | 0 | 0 | 1 | 0 | 0 |
| Gases | 0 | 0 | 0 | 0 | 0 |
| Acids | 0 | 0 | 0 | 0 | 0 |
| Radiation | 0 | 0 | 0 | 0 | 0 |
| Raw Sewage | 0 | 7 | 3 | 1 | 0 |
| Totals | 24 | 52 | 151 | 44 | 49 |

Please note: These figures record "potential exposure".

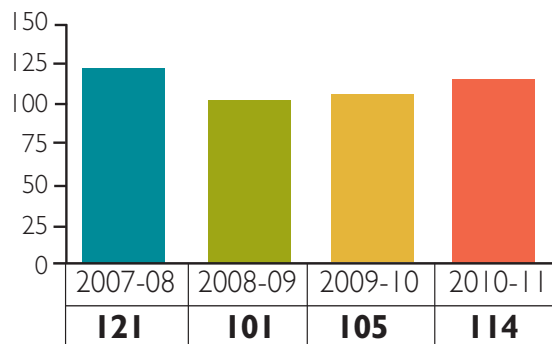
There was a total of 43 staff exposed to Asbestos during 7 separate operational incidents and 6 exposed to Chromic Acid. The exposure to Chromic Acid exposure occurred whilst assisting another Scottish Fire Service.

Operational Intelligence will continue to work towards the inclusion of local authority Asbestos register information on our VMDS system.

Exposure to Hazardous Substances Reports (EHS/I) have increased by 11% from 44 to 49



8. NEAR MISS REPORTING



Near Misses are defined as “an unplanned, uncontrolled event, which has the potential for injury, damage or some other loss”.

During the reporting year a poster campaign was undertaken to promote the reporting of Near Misses, this has helped improve our reporting for the third consecutive year.

During the reporting year our ratio of major injuries to near misses has reduced. The reporting year ratio is 1:3, compared to 1:5 the previous year. This reflects the increase in RIDDOR reportable accidents during the reporting year.

Near Miss reporting has increased
by **9%** from 105 to 114



9. HEALTH AND SAFETY TRAINING AND QUALIFICATIONS

We are committed to ensuring our staff are offered industry recognised health and safety training courses. This continues to satisfy our legal requirements to provide staff with instruction and training, enabling them to carry out their various functions in a safe and competent manner.

Training is categorised into three sections, Internal, External and Institute of Occupational Safety and Health (IOSH) courses, this combination allows SFR to satisfy its legal requirements.

There was a reduction in the number of inductions undertaken during the reporting year, which reflects the current recruitment figures.

Our IOSH Managing Safely course has been expanded to include Dynamic Risk Assessment and Analytical Risk Assessment within the fire ground.

Within SFR 97% of roles inclusive of Station Commander to Area Commander; have obtained a National Examination Board in Occupational Safety and Health (NEBOSH) General certificate, we will therefore now offer this qualification to staff undertaking an enforcement or development role.

97% of roles inclusive of Station Commander to Area Commander have obtained a NEBOSH General Certificate



Internal Courses

Health and Safety Induction Courses

| INDUCTION COURSE | Staff attending 2006-07 | Staff attending 2007-08 | Staff attending 2008-09 | Staff attending 2009-10 | Staff attending 2010-11 |
|-------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Wholetime Trainee | 100 | 53 | 114 | 54 | 0 |
| Retained Trainee | 42 | 48 | 63 | 36 | 27 |
| Volunteer Trainee | 30 | 0 | 25 | 0 | 20 |
| Support Staff | 82 | 65 | 48 | 78 | 25 |
| Totals | 254 | 166 | 250 | 168 | 72 |

Institute of Occupational Safety and Health (IOSH) Courses

| TYPE OF COURSE | Staff attending 2006-07 | Staff attending 2007-08 | Staff attending 2008-09 | Staff attending 2009-10 | Staff attending 2010-11 |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Working Safely | 0 | 60 | 31 | 17 | 21 |
| Managing Safely | 76 | 60 | 48 | 11 | 57 |
| Level 2 award in food safety in catering | | | | | 617 |
| Totals | 76 | 120 | 79 | 28 | 695 |

External Courses

Specialist Health and Safety Courses

| TYPE OF COURSE | Staff attending 2006-07 | Staff attending 2007-08 | Staff attending 2008-09 | Staff attending 2009-10 | Staff attending 2010-11 |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| NEBOSH | 76 | 18 | 18 | 44 | 42 |
| Diploma/Degree in H and S Management | 2 | 2 | 2 | 1 | 1 |
| Accident Investigation | 0 | 0 | 0 | 0 | 11 |
| Totals | 78 | 20 | 20 | 45 | 54 |

Roles inclusive of Station Commander to Area Commander; 97% have obtained a NEBOSH General certificate.



“Our people are our greatest asset. We believe that by investing in their future, we can make our organisation stronger, more efficient and more effective.”

Source: Our Corporate Priorities, Vision 2020

10. RETIREMENTS DUE TO ILL HEALTH

The following table provides a breakdown of all ill health retirements from SFR.

| STAFF ROLE | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 |
|-------------------------------|-----------|----------|----------|-----------|----------|
| Wholetime Service related | 4 | 1 | 2 | 1 | 0 |
| Wholetime Not Service related | 5 | 0 | 2 | 5 | 3 |
| Retained Service related | 0 | 0 | 1 | 1 | 0 |
| Retained Not Service related | 0 | 0 | 0 | 1 | 0 |
| Support Staff All types | 1 | 1 | 2 | 2 | 2 |
| Totals | 10 | 2 | 7 | 10 | 5 |

These figures show a reduction in ill health retirements for Wholetime Firefighters not Service related from 5 to 3 and that there were no ill health retirements during the reporting year.

During the reporting year there was a reduction of **50%** (10 to 5) in retirements due to ill health
















||. HEALTH AND SAFETY SECTION OBJECTIVES

2010 - 2011 UPDATE

During the reporting year we committed to the objectives outlined below. We have recorded our current status in an easy to read 'traffic light' format of **Complete**, **Ongoing** or **Overdue**.

| CORPORATE PRIORITY | WHAT WE SAID WE WOULD DO | WHAT WE ACHIEVED |
|---|--|--|
|  | Monitor the effectiveness of our Health and Safety Policy. | The effectiveness of the Health and Safety Policy is monitored through health and safety management reporting, Health and Safety Section reporting and Corporate Performance Team reports.  |
|  | Revitalise health and safety training within SFR to provide: A bespoke Managing Safety qualification for SFR operational staff. | The Institute of Occupational Safety and Health (IOSH) course has been revised to allow the inclusion of the revised Dynamic Risk Assessment and Analytical Risk Assessment process.  |
|  | Implement and monitor a programme to control risks associated with the use of Display Screen Equipment (DSE). | A DSE self assessment form in line with the Health and Safety Executives guidance has been developed and implemented within the Health and Safety Management System.  |
|  | Monitor the effectiveness of our revised Health and Safety Policy through the use of the Health and Safety management system and our links with Directorates and Areas through the Health and Safety Liaison Officer meetings. | The Health and Safety Section and Occupational Health Unit meetings have regularly scheduled meetings with Area Liaison Officers, Training Operation Review/Operations/Health and Safety Section meeting, Occupational Health meetings. Where trends are identified within these reports actions are monitored until completion.  |

| CORPORATE PRIORITY | WHAT WE SAID WE WOULD DO | WHAT WE ACHIEVED |
|---|--|--|
|  | <p>Monitor the effectiveness of the electronic Health and Safety Management System through our regular contact with Directorate and Area staff through the Health and Safety Liaison Officer meetings and by utilising the system reporting software.</p> | <p>A revised Health and Safety Management System training package was produced and distributed to Health and Safety Liaison Officers, users and our Information System Trainers.</p>  |
|  | <p>Monitor the effectiveness of our newly released Food Safety Manual by undertaking regular inspections of kitchens across SFR.</p> | <p>Our Food Safety Manual went 'live' and is now in all SFR kitchens. There is increased Food Safety awareness as a result of the introduction of the Food Safety Manual.</p> <p>Topic specific inspections are currently underway and will be completed in the next 6 months.</p>   |
|  | <p>Monitor the effectiveness of our Environmental Strategy through the implementation of a robust management system.</p> | <p>The Environmental Strategy is delivering measurable results these are detailed in the environment section of this report.</p>  |
|  | <p>Review the current control measures for exposure to Noise and Vibration through the use of trained Noise and Vibration assessors and the implementation of Guidance and Procedural notes for the undertaking of risk assessments in activities which present these hazards.</p> | <p>Our methodology for controlling exposure to Noise and Vibration are currently under review will be issued for consultation within the next 6 months.</p>  |

| CORPORATE PRIORITY | WHAT WE SAID WE WOULD DO | WHAT WE ACHIEVED |
|---|---|---|
|  | <p>Review the current control measures for Display Screen Equipment through the implementation of Guidance and Procedural Notes to undertake risk assessments for employees using this equipment.</p> | <p>New Guidance and Procedural Notes on how to undertake risk assessments for Display Screen Equipment have been developed and will be fully implemented within the next 6 months.</p>  |
|  | <p>Review the current arrangements for the Construction Design and Management (CDM) Regulations to ensure our staff are not put at risk during building works being undertaken within our premises.</p> | <p>The arrangements for the Construction Design and Management (CDM) Regulations are currently under review and will be completed during the next 12 months. Delay is due to reprioritisation of Section workload.</p>  |
|  | <p>Develop an Asbestos Policy, Procedural and Guidance Note to ensure our staff's continued safety while asbestos sampling and removal operations are taking place.</p> | <p>The Asbestos Policy, Procedural and Guidance notes in relation to the management of Asbestos are currently under review and will be completed during the next 12 months. Delay is due to reprioritisation of Section workload.</p>  |
|  | <p>Amend the current Health and Safety Policy to reflect the forthcoming organisational changes.</p> | <p>The Health and Safety Corporate Policy 2011 has been amended to reflect the organisational changes emanating from the re-structure.</p>  |

KEY



Corporate Priority - People



Corporate Priority - Environment

 Complete

 Ongoing

 Overdue

12. **HEALTH AND SAFETY SECTION OBJECTIVES** **2011-2012**

SFR has consistently achieved high standards in the health and safety field. The challenge ahead will be to maintain this high standard in what is a dynamic and often difficult environment. The Health and Safety Section will, with the continued support of the Board of SFR and the Corporate Management Team, endeavour to continue this improvement. In order to achieve this.

Over the next year we will monitor:

- The effectiveness of our revised Health and Safety Policy through the use of the Health and Safety Management System and our links with Directorates and Areas through the Health and Safety Liaison Officer meetings
- The effectiveness of our Station Health and Safety Inspection process to ensure all premises undertake an annual review
- The effectiveness of our Carbon Management Implementation Plan to ensure we continue to meet its requirements
- The accuracy of our environmental legal register to ensure legal compliance

We will have achieved our objectives if:

- The effectiveness of our revised Health and Safety Policy has been monitored and any resulting improvements have been actioned
- The effectiveness of our Station Health and Safety Inspection has been monitored and any resulting tasks have been actioned
- The effectiveness of our Carbon Management Implementation Plan has been monitored and any resulting tasks have been actioned
- Our environmental legal register is accurate

Over the next year we will review:

- | |
|---|
| • Current health and safety auditing arrangements through the implementation of a Guidance and Procedural Notes for health and safety staff |
| • Current arrangements for the completion of Generic Risk Assessments through the implementation of Guidance and Procedural Notes |
| • Current arrangements for the reporting of health and safety events through the implementation of Guidance and Procedural Notes |
| • Current control measures for the introduction and use of Safety Signs and Signals through the implementation of Guidance and Procedural Notes |
| • Current arrangements for the environmental aspects and impact register to ensure it accurately reflects the environmental aspects and impacts of our Service delivery |

We will have achieved our objectives if:

- | |
|---|
| • New Guidance and Procedural Notes on health and safety auditing have been implemented |
| • New Guidance and Procedural Notes on generic risk assessments have been implemented |
| • New Guidance and Procedural Notes on event reporting have been implemented |
| • New Guidance and Procedural Notes on Safety Signs and Signals have been implemented |
| • Our environmental aspects and impact register accurately reflect our Service delivery |

In addition we will:

- Produce and implement a Policy for the management of Drugs and Alcohol Misuse in the workplace
- Develop and implement an environmental awareness campaign
- Consider the implementation of a certified environmental management system

We will have achieved our objectives if:

- A new Drug and Alcohol Misuse in the workplace policy has been produced
- An environmental awareness campaign has been implemented
- We have identified an environmental management system which reflects the needs of the Service

| 3. ENVIRONMENT

Environmental Strategy

Our Environmental Strategy was implemented during the reporting year it details the strategic environmental direction of the Service. It augments our Environmental Policy commitment to protect and enhance the environment and provide sustainability for future generations.

The Strategy is inextricably linked to the Scottish Governments environmental targets. Our continued commitment is strengthened by the inclusion of the environment as a corporate priority within our Vision 2020 and Corporate Strategy.

In support of our corporate environmental priorities we are committed to the following objectives:



1. Carbon Management

Monitoring and managing the carbon impact of our buildings and fleet as well as operational activity.

2. Operational Response

Protecting and enhancing our natural environment, land, air, water and ecology.

3. Sustainable Development

Developing responsible procurement practices.

Ensuring that suppliers and contractors, as far as reasonably practicable, use sustainable working practices.

4. Environmental Management

Developing a system to ensure that we make the best use of our resources to deliver a service able to mitigate environmental impacts.

Carbon Management

Earlier in the reporting year we entered into partnership with the Carbon Trust. As a result we now have an SFR Carbon Management Plan. The plan focuses on the mitigation of carbon through the corporate performance of SFR and is the culmination of work to scope and reduce the impact of the energy and water usage, transport and waste associated with the delivery of SFR business over the next 5 years.

The key objectives contained within the Plan:

- Compliance with European Union (EU) and United Kingdom (UK) legislation and
- Mitigation of SFR's contribution to CO2 emissions

We have established baseline carbon figures for:

- SFR's property portfolio
- Fleet both frontline and support
- Waste production
- Water usage (on premises)

These baseline figures will help us determine priorities and allow us to measure success and identify subsequent carbon reductions in the forthcoming years.

The reporting year saw the introduction of some environmental improvements. Projects completed so far include;

- Use of Kingspan taper board insulation resulting in improved energy efficiency
- Opening of an environment product declaration (EPD) B+ rated building at Clydesmill Community Fire Station, replacing two F rated buildings at Parkhead and Cambuslang Fire Station buildings
- Purchase and installation of bespoke valves body insulation bags to pipe work within plant rooms improving energy efficiency
- Replacement of boiler plant and heating infrastructure with gas powered air source heat pump to provide heating and cooling, improving energy efficiency



CLYDESMILL COMMUNITY
FIRE STATION

CLYDESMILL COMMUNITY FIRE STATION

Carbon Footprint

We are committed to taking action to reduce our carbon footprint, the main contributors of which are the buildings we directly manage, including our own offices, fire stations, and our business travel.

During the reporting year we developed a carbon management plan in conjunction with the Carbon Trust. The plan set a new target to reduce the carbon emissions from activities we control by 20%, from our 2007/08 baseline figure by 2014.

In the reporting year we installed automatic meter readers (AMR), these readers give accurate up to the minute readings on our energy usage. The AMR's provide a better data coverage and will provide us with accurate usage figures for each premise. During the forthcoming year we shall be working hard to analyse our energy data in order to identify peaks or unusual significant energy usage, we shall be working closely with our colleagues in Stations, Property

Services and Finance to ensure the energy efficiency of our 112 directly managed properties.

Operational Response

We are committed to measuring our impact on the environment through our Service delivery, we will consider;

- Carbon emissions from fires and analyse the effects of extinguishing media when applied to a fire
- The effects of climate change in our Integrated Risk Management Plan
- How we can take steps to reduce the environmental impact on land, air, and water and on the ecology and environment from fire fighting actions

During the reporting year we have conducted some considerable research as to how other Services measure their operational environmental impact. We are actively working with our partners and relevant agencies to determine benchmark data which we can measure against.

We are also actively considering our Integrated Risk Management Plan (IRMP) and taking environmental considerations into account including flood risk and peak heathland fire areas.

Sustainable Development

We have adopted a Sustainable Procurement Policy and Action Plan. This has resulted in the use of a Sustainable Procurement Toolkit and the Adoption of “Buy Sustainable – Quick Wins” Guidance as developed by Department for Environment, Food and Rural Affairs (DEFRA) and supported by Scottish Government, where practicable and where no adverse impact is incurred by SFR.

Key staff have been trained in the application of sustainable procurement principles, this along with performance objectives relating to sustainability have been built into career management plans of relevant staff.

We have also introduced a Fair Trade Policy and Action Plan,

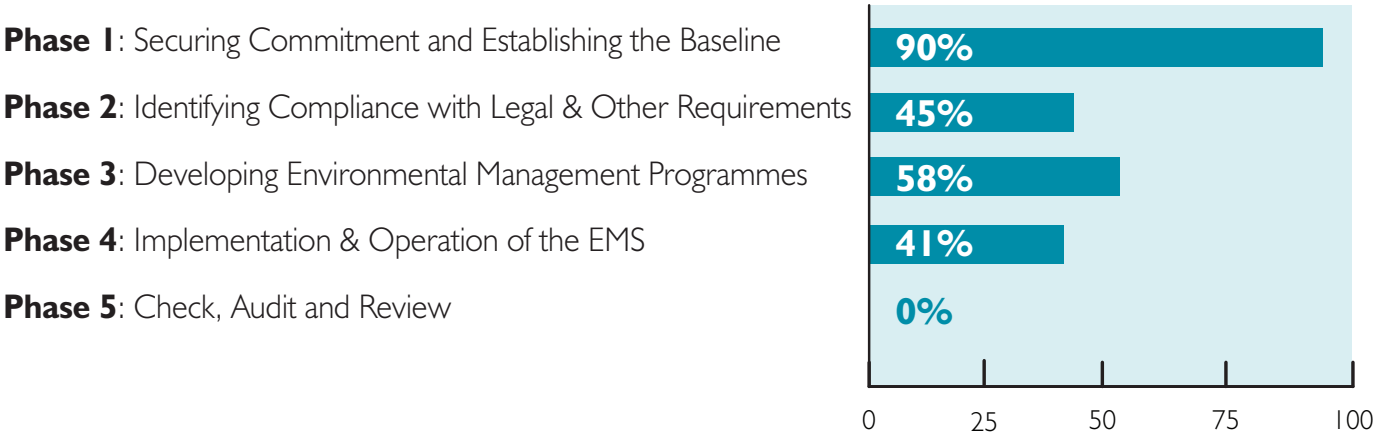
this introduction resulted in us becoming the first Fire and Rescue Service to be awarded a certificate by the Fair Trade Forum, recognising our efforts in supporting Scotland’s bid to become a Fair Trade Nation.

The above Policies are now embedded with suppliers within guidance for business with regard to “How to do business with SFR”.

Environmental Management

During the reporting year we have developed and partially implemented an Environmental Management System (EMS). The EMS allows SFR to monitor progress, assess compliance and target our resources to maximise the benefits to the Service. The graph shows our implementation progress to date.

EMS Implementation Progress Strathclyde Fire & Rescue



The introduction of our EMS has resulted in the following:

- Revision and reissue of our environmental policy
- Creation and implementation of environmental working groups to assist in the delivery of objectives
- Development of an SFR environmental legal register to support legal compliance
- The development of a comprehensive environmental Aspects and Impacts register to identify target reductions
- Identification of baseline carbon figures to assist in setting performance indicators to measure against
- Development and implementation of a concise environmental communications strategy, and a dedicated environmental intranet page

- Development of an environmental training matrix to identify training needs for staff

We shall continue to work hard throughout the forthcoming year to ensure environmental awareness is integrated into our Service delivery.

| 4. **ACKNOWLEDGEMENTS**

The Health and Safety Section would like to thank the Board of Strathclyde Fire & Rescue, the Chief Officer, the Corporate Management Team, all Strathclyde Fire & Rescue staff and their Representative Bodies for their commitment in establishing and maintaining a positive and improving Health and Safety culture.

Thanks are also extended to the Health and Safety Executive and South Lanarkshire Environmental Health Services Department (Lead Authority for Food Safety) for their continued assistance and Support.

15. **CONTACT DETAILS**

| | |
|---|------------------------------|
| Health and Safety Manager | 01698 402468 |
| Health and Safety Admin Office | 01698 402471 01698 402633 |
| Health and Safety Fax | 01698 402482 |
| 24 Hour Reporting Line | 01698 202474 |
| Occupational Health Nurses | 01698 402477 01698 402478 |
| Occupational Health Business Development Manager | 01698 402458 |
| Fitness Advisor | 01698 402570 |

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