

# Army Safety & Environment Matters

54 | Winter 2016-17



## Safety from A to B

**ceso** **a**

CHIEF ENVIRONMENT & SAFETY OFFICER (ARMY)

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CESO-Army



British Army Safety



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# Editorial



Welcome to Issue 54 – how time flies! Once again the festive season is upon us, introducing further risks to our everyday lives... please allow extra time for travel on the roads in bad weather.

The past six months have been extremely busy for CESO(A), with particular focus on Duty Holding, heat related injuries and live firing tactical training (to name but a few). We've also lost some long term members of staff – see News in Brief opposite. This said, I'm pleased to say we have another bumper edition with some great articles and supporting photographs. I'm very grateful for all those who have contributed... CESO(A) can't produce this magazine without you!

Key Issue 54 topics include:

- **Army Road Safety** – There is an informative article about road safety and associated campaigns, including 'Safe Drive, Stay Alive'.
- **Defence Accident Investigation Branch** – The amalgamation of LAIT, SEFIT and MilAAIB took place in April 2015. This article sheds some light on the valuable work done in investigating accidents worldwide.
- **Engineering Sustainable Savings** – Profiling a suite of great 'win-win' initiatives at Wimbish Station that are both good for the environment and cost saving too.
- **Brave New World** – There are articles provided by Col Hemi Morete and Maj Tim Woodman, following a visit from members of the New Zealand Army (NZA). These provide an opportunity to look at how Safety and Risk Management is conducted in the NZA.

Finally, I wish you all a happy and safe festive season. The next addition is due out in Summer 2017 – see the panel opposite for how you can contribute.

**Sharon Foster – Editor**

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Worth a second thought?

**There's an old saying that if you think safety is expensive, try an accident. Accidents cost a lot of money...**

**Dr Trevor Kletz**



Army Safety & Environment Matters is the twice yearly publication of the Chief Environment & Safety Officer (Army), CESO(A) – <https://www.armynet.mod.uk/armysafety>. Its primary aim is to promote good practice in safety and environmental issues throughout the British Army. If you wish to comment upon any article, make a contribution, or have a query regarding distribution of this publication, please contact: SO2 Comms, CESO(A), Army HQ, IDL 2, Ground Floor, Zone 1, Blenheim Building, Marlborough Lines, Monxton Road, Andover SP11 8HJ. Mil: 9 4393 7037 or Civ: 01264 88 7037.

Army Safety & Environment Matters is produced for CESO(A) by Amec Foster Wheeler Environment & Infrastructure UK Limited – [www.amecfw.com](http://www.amecfw.com). The magazine is printed on Evolution Gloss, made entirely from waste paper containing at least 75% post-consumer waste. Strict environmental controls are adhered to during production and no chlorine bleaching is used. All content Crown Copyright 2016.



# News in Brief

## A Fond Farewell

This issue of the magazine will see CESO(A) saying goodbye to two of the team's long term stalwarts. Trevor Johnson has taken the opportunity to retire and Amanda Tyler leaves to join DSTL on promotion.

### Trevor Johnson

Trevor joined CESO(A) in 2005 and was one of the founder members of AINC. His arrival saw the one stop shop for accident reporting materialising and his experience and knowledge of the military way of doing business was key to the formation of the team and the development of the original AINC database.

He has also been a major contributor to the development of the current database that has been adopted by the RN and is under consideration by RAF. Trevor is a straight talking, no nonsense Yorkshireman whose contribution will be sorely missed. We wish him well on his retirement.

### Amanda Tyler

Amanda joined CESO(A) in 2008 and was in post through many major changes in the way in which the Army conducts safety. During this period the team has had four different CESO's and has experienced a move from Netheravon to the Ramillies Building in Andover and now to its current location in the Blenheim Building.

Amanda's input and preparation of the MOD's position in the recent Crown Censures served on the Army have been excellent and her deep knowledge of safety matters has seen her gain chartered membership of IOSH. We wish her well in her new venture within the safety team at DSTL.

We would also like to take this opportunity to thank them for their valued contribution to CESO(A)

## Correction

Printed copies of the last magazine (Issue 53) contained an article on page 4 entitled 'Accommodation Area Fire Safety'. This article incorrectly implied that the use of e-cigarettes (Vaping) is permitted within Single Living Accommodation rooms.

As advised in JSP 375, Volume 2, Chapter 13, Vaping is not permitted in accommodation blocks. However, the charging of e-cigarettes is permitted in bedrooms, subject to the precautions identified in the article. This error was only identified after the magazine went to press; PDF versions of the magazine were updated as soon as this was identified.

Our apologies for any confusion that this may have caused and we look forward to your co-operation in ensuring that the correct policy is maintained.



## We Need You!

Here at CESO(A) we have been promoting 'Safety' across the British Army for many years. One of the avenues we use to achieve this is via this 'Army Safety & Environment Matters Magazine'. Currently we have a distribution of over 4,500 across the Command which aims to educate and highlight the importance of Safety for ALL personnel. However, we really need your help to ensure the magazine is being distributed to as wide an audience as possible.

### So what can you do to assist in this?

Why not take a few moments and ask yourself some simple questions and contact us with your answers:

- Is this the first time you have read, or even seen Army Safety & Environment Matters Magazine? If so, tell us what you think or your thoughts on any areas that you feel are not highlighted enough.
- Does your unit actually receive a copy; is it easily accessible?
- Would you or your unit like to contribute an article that champions the Army's approach to safety and environmental protection?
- Perhaps you have completed or achieved a momentous task you would like to share which involved an element of managed risk, as we read about in Issue 53 – Atlantic 'Dynamic' Duo?

As Editor for the magazine, I'm really keen to ensure that we are engaging with our readership and promoting positive safety and environmental protection messages across the Army. But **this is not a one-way street**; we need your feedback and ideas to help us achieve good communication. So please get in touch with your thoughts and views. Let's get the conversation going and share your great ideas. Please contact me directly or via CESO(A) facebook.

Sharon Foster

### Feedback

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Article contributed by Mrs Alison Hopkins, SO2 Transport Plans, SpLog

# Army Road Safety

**The Army has very clear and well defined road transport related policy designed to keep those operating all MOD vehicles and others safe.**

This is evidenced with licence acquisition training, where applicable, and then ensuring individuals are current and competent on the vehicles they operate.

However, Defence Statistics (Health) 'Annual UK Regular Armed Forces Land Transport Accident Deaths, 1 January 2011 – 31 December 2015' report shows Army personnel were at a statistically significant increased risk of dying in a motor vehicle accident or motorcycle accident compared to the UK general population (104% and 167% respectively).

What does this mean? In essence, **since 1 Jan 2011, there have been 67 fatal off-duty road traffic incidents** (RTIs) involving drivers, passengers, motorcyclists, pedestrians and a cyclist. **Of these deaths 65 were male.** Related stats include:

- **70% of these fatal incidents (47) occurred between April and September.**
- **Drivers – 17 deaths** (7 between April and September).
- **Motorcyclists – 21 deaths** (18 between April and September).
- **Passengers – 13 deaths** (10 between April and September).
- **Pedestrians – 15 deaths** (11 between April and September).
- **Cyclist – 1 death** (between April – September).

Additionally, the majority of incidents occur in 'normal working hours' (0631 – 1830hrs) and the North has the highest rate of incidents.

Earlier this year, Brig Crispin Walker, Hd Log (A), stated: **"In my 32 years in the Army, we have lost more soldiers on the roads than in Northern Ireland, Bosnia and Afghanistan combined."**

Although these fatal RTIs involved off-duty personnel, the Army has a moral obligation to provide road safety for personnel when they are off-duty. There is a wealth of information and resources to help promote road safety:

## Safe Drive, Stay Alive

The Army HQ Transport Team has set in place 'Safe Drive, Stay Alive' road safety presentations in various locations which are run in conjunction with Fire & Rescue organisations and their road safety partnerships; these are being organised by Master Drivers in association with Garrison Staff where appropriate. The series of 'Safe Drive, Stay Alive' road safety presentations are fully supported by Brig Crispin Walker and will support any requests for additional funding for locations that cannot access one of the weeks of funded presentations.

The 'Safe Drive, Stay Alive' road safety presentations consist of a drink drive presentation followed by a video presentation relating to off-duty soldiers on a night out; it is interspersed with real life individuals who give their experience of being involved in RTIs the individuals could include a:

- Police Family Liaison Officer who notifies the family of the RTI.
- Hospital Trauma Unit consultant who works on RTI casualties.
- Parent or spouse of the deceased and maybe an individual who has sustained life changing injuries through a RTI.

These personal accounts are hard hitting and add realism. To find out more about Safe Drive, Stay Alive presentations, units should contact their Brigade Master Drivers (MDs) in the first instance (see page 6).



### Safe Drive, Stay Alive

Showcase Presentation Group Photo, (from left to right):

- Mr Steve Alder – Hampshire Fire & Rescue Deputy Chief Fire Officer
- Brigadier Crispin Walker – Hd of Log(A)
- Mr Angus McPherson – Wiltshire Police & Crime Commissioner
- Mr Darran Gunter – Dorset & Wiltshire Chief Fire Officer

Photograph by Liz McDermott.

## BikeSafe

BikeSafe is a police-led motorcycle project with the main aim of reducing the number of bikers being hurt on the roads. The courses, usually held during spring and summer months, explore the main riding hazards that bikers face. Attendance on a BikeSafe course increases the awareness of riders, improves handling skills and reduces the possibility of the individual causing or being involved in an accident.



The Army organises Bikesafe courses for military personnel. To attend a course, all bikes must be road legal and riders must have proof of Insurance, Road Tax and a current UK Driving Licence. If you are interested in joining a BikeSafe course, again, please contact your Master Driver for information.

## The Honest Truth

A recent Defence Safety Authority (DSA) initiative is 'The Honest Truth', it was originally designed by Devon & Cornwall Police to reduce the number of young people killed and seriously injured in road traffic incidents. The initiative uses various animal heads on human bodies to illustrate various bad practices from speeding, using mobile phones when driving to drink driving and others.

The DSA website (Defence Land Safety Regulator) (<http://transportsafety.web.logis.r.mil.uk/homepageedit/homegeneral.asp?department=Defence%20Road%20Safety>)

has the posters available for downloading and a link to 'The Honest Truth' website. Formations and Units may adapt the posters to feature military personnel with the animal heads to better target the focus of the audience.



## Army Road Safety Videos

Although now a few years old, these road safety campaign videos with the 'You're Tough, But Not Invincible' take home message are still very relevant and hard hitting. Available via CESO(A)'s YouTube channel:

- **Grim Reaper**  
[https://www.youtube.com/watch?v=HKqo\\_V3DnRo](https://www.youtube.com/watch?v=HKqo_V3DnRo)
- **This Was Your Life**  
<https://www.youtube.com/watch?v=RXLdxrZ-jil>
- **Debris**  
<https://www.youtube.com/watch?v=ApcNVVJWwIY>
- **Autobahn**  
<https://www.youtube.com/watch?v=KVZzjit8NeQ>
- **It's a Wonderful Life**  
<https://www.youtube.com/watch?v=abs8akwCzc8>
- **Last Post**  
[https://www.youtube.com/watch?v=vRfoD2UH\\_fA](https://www.youtube.com/watch?v=vRfoD2UH_fA)

Further to the Army TLB initiatives, the DSA has a dedicated Transport Safety Inspector. It is their responsibility to promote road safety and develop road safety initiatives for Defence. Additionally, the Transport Safety Inspector is responsible for the IMPACT Data Cell which records all MOD road traffic accidents and incidents. The Transport Safety Inspectorate's webpage provides links to various road safety campaigns and posters which are targeted to seasons and specific areas of risk, etc.

Furthermore, road safety articles are published in KiT! magazine. Units can download and / or order posters to support their internal road safety campaigns whilst promoting DSA road safety initiatives. Additional support and advice can be sought from Master Drivers.



**Master Drivers are the key focal points for road safety but Army HQ's Transport and CESO(A) teams are always willing to review and develop new suggestions. If you do have any thoughts, suggestions or questions, please feel free to direct them to us – a list of contacts are provided overleaf.**

## Master Driver Contact Details

Details correct as at Oct 2016

SO2 Tpt Plans	C2	Alison Hopkins	94393 6578	Army SpLog-Sp-Tpt-SO2
CMD	WO1 (Cdr)	Kevin Orpe	94393 6575	Army SpLog-Sp-Tpt-CMD-WO1
DMD DSA	WO1 (SSM)	Stu Jack	96798 0965	DSA-DLSR-MTSR-DMD
SMD HQ1UKXX	WO1 (SSM)	Steve Lloyd	94777 2193	1UKXX-G7-SMDVDR
SMD HQ3UKXX	WO1 (SSM)	Ash Mawbey	94321 2512	3UKXX-G4-LOGSP-SMD
SMD HQ RC	WO1 (SSM)	Aide Myatt	94222 7775	RC-Sp-MDvr
SMD HQ FTC	WO1 (SSM)	Ben Worthington	94344 8049	FTC-G4-MASTER-DVR-WO1
SMD HQ LONDIST	WO1 (SSM)	Wanda Barkess	94631 2351	LONDIST-MasterDrv
SMD HQ BFG	WO1 (SSM)	Steve Wright	94881 2411	BFG-HQ-G4-LogOps-SMD
SMD WF Tech HQ BFG	WO1 (SSM)	Dave Hughes	94881 2416	BFG-HQ-G4-LogOps-WFTechAdvsrWO
CMD HQ BFC	WO1 (SSM)	Dan Knott	94120 8010	BFC-HQ-J4-CmdMstrDvr
SMD HoC CSS	WO1 (SSM)	James Robinson	94391 7790	ArmyCapCSS-Log-Trg-SMD
SMD TDU	WO1 (SSM)	Dean Clarke	94222 2082	ArmyCapCSS-TDU-MD
Trg Offr DST	WO1 (SSM)	Alan Harvey	94557 5201	DSTpt-TrgDel-MTM-TrgOffr
SMD HQ DST	WO1 (SSM)	Matt Wilson	94775 5219	DSTpt-HQ-TrgSP-SMD
SMD CDT HQ DST	WO1 (SSM)	Rob Pike	94775 5518	DSTpt-HQ-TrgSP-WOCDT
SMD DAIB	WO1 (SSM)	Jay Kinge	96798 6594	DSA-DAIB-LAND-Ops5
SMD MAB	WO1 (SSM)	Tony Keeble	94630 2447	MAB-J7-TRG-MASTER-DRIVER-WO1
MD HQ 4X	WO2 (RQMS)	Sarah Beddow	94731 4534	4X-Sp-Log-MD
MD HQ 7X	WO2 (RQMS)	Kirsty Wakefield	94451 2303	7X-G4-LogSp-MD
MD HQ 11 Inf X	WO2 (RQMS)	Jonathon Ross	94222 2852	11X-LogSp-MD
MD HQ 38X	WO2 (RQMS)	Rick Gray	94916 3001	38X-Sp-Log-MD
MD HQ 42X	WO2 (RQMS)	Shane Watson	94554 2074	42X-Sp-LogSp-MD
MD HQ 51X	WO2 (RQMS)	Remo Sisi	94741 4955	51X-Log-Sp-Master-Driver
MD HQ 102X	WO2 (RQMS)	Al Millmore	94452 3394	102LOGX-1XXCSS-G4-TPT-MD
MD HQ 160X	WO2 (RQMS)	Shane Grimes	94351 2471	160X-HQ-Sp-MstrDvr-WO2
MD HQ 1X	WO2 (RQMS)	Craig McIntyre	94342 3141	1X-G3-MD
MD HQ 12X	WO2 (RQMS)	Neil Scott	94321 3509	12X-G4-LOGSP-MSTRDVR
MD HQ 20X	WO2 (RQMS)	Rachel Gahan	94879 2095	20x-G4-MD-MD
MD HQ 101X	WO2 (RQMS)	Di Kelly	94222 3208	101LOGX-G4-TPT-MD
MD HQ 16X	WO2 (RQMS)	Steve Park	94660 5065	16X-J4-MasterDvr-WO
MD HQ 1ARTYX	WO2 (RQMS)	Billy Muir	94342 4171	1ARTYX-SW-G4-LogSp-MstrDvr
MD HQ 104X	WO2 (RQMS)	Stu Armiger	94384 3369	104LOGX-J4-Master-Dvr
MD HQ 11SIGSX	WO2 (RQMS)	Pete Bevan	94480 3643	11SIGX-HQ-G4-LogSp-MstrDvr
MD HQ UNFICYP	WO2 (RQMS)	Nick O'Neil	00357 22614708	unficyp-hq-u4-mto
MD HoC CSS TDT	WO2 (RQMS)	Matt Gibbs	94214 5353	ArmyCapCSS-Log-TDT-Dist3
MD Trg Delivery DST	WO2 (RQMS)	Joe Murphy	94775 5523	DSTpt-TrgDel-MTM-SSM
MD HQ Catt Gsn	WO2 (RQMS)	Shaun Bedford	94731 2052	CatterickGar-LogSp-MastrDvr
MD HQ BATUK	WO2 (RQMS)	Lisa Tilley	00254 622037192	FdArmy-Trg-BATUK-MasterDvr
MD HQ BATUS	WO2 (RQMS)	Neil Kirkham	92053 19520 4120	FdArmy-Trg-BATUS-TCWO
MD HoC Cbt TDT	WO2 (RQMS)	Kev Sanderson	TBC	TBC

# Pedestrian Safety

**There is always a big focus on drink driving at this time of year, but drunk pedestrians are also a serious concern.**

Soldiers are still being injured and killed as pedestrians in road traffic accidents. Life in the Army encourages you to work together and to look out for each other. Does this still apply at the end of an evening out socialising?

## Is it Really an Issue?

First the good news, a Government paper/document on reported road casualties confirms that the UK roads are some of the world's safest and the number of pedestrian deaths from road accidents has almost halved since 2000<sup>1</sup>.

Now the sobering facts. Looking at the Land Transport Accident statistics, this shows that for service personnel, the greatest number of deaths in 2015 were related to walking and pedestrians – a significant increase from previous years.

- **The season matters:** Winter months are worse for pedestrian injuries, peaking in December.
- **Timing matters:** Pedestrians in general have an 80% higher chance of being a casualty between 5.00pm and midnight.
- **Alcohol matters:** About three quarters of general public pedestrian deaths in night time road accidents had been drinking and had a blood alcohol content over the drink-drive limit.

Specific to the Forces, age also matters and Service personnel under 30 are significantly more likely<sup>2</sup> to die as a result of a pedestrian accident than the UK general population. This is largely due to many bases being situated in isolated locations, which further adds to the risk if service personnel decide to walk back to barracks after a night out.

<sup>1</sup> Number of fatalities resulting from road accidents in Great Britain, by road user group: 2000 to 2013 [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/438040/reported-road-casualties-in-great-britain-main-results-2014-release.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/438040/reported-road-casualties-in-great-britain-main-results-2014-release.pdf)

<sup>2</sup> 341% statistically significant increase risk of dying: Taken from: [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/512045/20160331\\_-amd-LTA\\_deaths\\_in\\_the\\_UK\\_regular\\_Armed\\_Forces\\_2015\\_-O.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/512045/20160331_-amd-LTA_deaths_in_the_UK_regular_Armed_Forces_2015_-O.pdf)

## Positive Pedestrian Steps

### 1 Plan to be safe

It might mean planning a designated (non-drinking) driver, or booking a taxi, but plan ahead and work out how you are going to get home.

- Keep enough money for a taxi – is it enough?
- Can you share a taxi with mates? Cheaper too.
- Look out for your friends, make sure they get home safely.
- Are you in a fit state to walk home? What about your mates?

### 2 Be aware that alcohol affects your judgement

- Alcohol lowers inhibitions, leading to impaired judgment, which means you are more likely to take risks and get into trouble.
- Alcohol slows down your reactions, making it more difficult to get yourself out of trouble.
- Alcohol numbs the senses – particularly sight, sound and touch – making judging speeds and moving traffic difficult.

### 3 Be seen

- If you are walking back, make sure you can be seen, especially if you are wearing dark clothes.
- Carry a small torch or a flashing light – even your phone if necessary.

### 4 Look out before you step out

- Accidents occur when people fail to look properly, particularly where alcohol has been involved, and there is the potential for 'horseplay' in the road or carriageway.
- Where possible, stay on pavements.
- Look out for each other, especially when crossing roads.
- Do not use 'short cuts' across dual carriageways/busy roads.

## Conclusions

Overall the research shows that males in general are at greater risk of being injured as a pedestrian at night; and that their actions often contributed to the collision through alcohol impairment, wearing dark clothing and/or dangerous actions in the carriageway.

Finally, to state the obvious, it doesn't just get dark in winter! Pedestrian safety can be just as important at other times, particularly if on exercise overseas where the locations may be less familiar and road and driving standards can be different to those in the UK.

**Plan ahead, don't put yourself in danger and make sure you all can get back safely.**

### Stay sociable, stay sensible – Consider the morning after the night before...

If you are drinking alcohol during the Christmas and New Year period:

- Make sure designated drivers are not drinking alcohol.
- Try not to drink every day and have a couple of drink-free days per week.
- Drink water or soft drinks between alcoholic drinks – this will help to rehydrate you.
- Don't drink on an empty stomach.
- Avoid buying in rounds – it's difficult to keep count of how much you've drunk.
- If you have had a lot to drink, allow yourself 48 hours before drinking alcohol again.
- Remember, it's highly likely that you could still be over the limit in the morning!

Article contributed by WO1 Jay Kinge, Defence AIB

# Defence Vehicle-related Accidents and Trends

## Introduction

Since the formation of the Defence Accident Investigation Branch (Defence AIB), the Land Branch has deployed to numerous vehicle related accidents. Many of these could have had a much more serious outcome and a large proportion of them could have been avoided all together with a little more care and attention from commanders and drivers.



These accidents have seen varying degrees of severity but all have resulted in a loss of capability through injury to the personnel or damage to the equipment. Generally, the common denominator was that the commanders and drivers had got 'themselves' into dangerous situations, especially when driving cross-country, resulting in some serious injuries and badly damaged MOD equipment.

The analysis of these accidents has shown some common factors:

1. Not driving to suit the road or weather conditions, notably excessive speed for the conditions.
2. Vehicle commanders not commanding the vehicles.
3. Not wearing seat belts or harnesses.
4. Incorrect tyre pressures or poorly maintained equipment.
5. Inexperience on the vehicle platform.
6. 'Herrickism' syndrome. (Practices that were used on Op Herrick in Afghanistan such as driving with reduced spacing to keep within ECM bubble, and the placing of a top cover sentry)
7. Loose or incorrectly fitted equipment or loads.



## So what can be done to reduce these accidents?

There is a minimum mandatory training requirement that must be completed prior to any individual driving cross-country. This can be done at either the Defence School of Transport (DST) Leconfield or through an authorised distributed training pack. This must be delivered by a qualified Defence General Service Driver Conversion Instructor (DGSDCI) after the initial General Service Modules 1+2<sup>1</sup>, which include the basics of cross-country driving, and will vary depending on the vehicle type.



Once Modules 1+2 have been completed the individual should be given familiarisation training on the vehicle that is actually going to be driven. This is imperative as the combination of ever increasing capability and the advancement in technology of the vehicles means there has never been more demand being placed on vehicle commanders and drivers. The days where a driver had to make a simple decision to select either 'low' or 'high' ratio gears and engage or disengage the 'diff lock' have gone. There is now a need to think about whether or not to use the 'Gradient switch', whether to select 'all-wheel drive', 'Brakematic' system, inter axle locks, ABS logic, correct ride height or even whether the vehicle has an Exhaust Brake Valve (EBV) function and, of course, every vehicle is different.

<sup>1</sup> Full details on General Service Modules 1 + 2 can be found on the Defence School of Transport Intranet page: <http://transportsafety.web.logis.r.mil.uk/homepageedit/homegeneral.asp?department=Defence%20Road%20Safety>



There are also some things that should be considered by the Chain of Command down to and including vehicle commanders, when planning and conducting training or routine vehicle movement.

- Is the task absolutely necessary? Every unnecessary use of a vehicle increases the chances of having an accident.
- Is the route suitable? Do a foot recce where possible as a better route may be available. Consider:
  - Ground – Will it take the vehicle's weight.
  - Gradient – Is it within the vehicle's or the driver's capability?
  - Conditions – Is the surface in good repair or are there potholes, ruts etc?
- Is dismantling the crew a safer option?
- What is a safe speed for the conditions? Keep speed to a minimum as it increases thinking and reaction time. Remember that the energy of a moving object increases by the speed squared: twice the speed is four times the energy, which has to be dissipated in bringing the vehicle to a stop. In an accident, this happens very quickly and causes increasingly severe injuries and damage.

- Minimise the time crew spend in an elevated position outside the vehicle's roll-over protection
- Talk through and practice the 'actions on' emergency roll-over procedures with all the crew every time a vehicle deploys.
- If available, conduct training in the Roll-Over and Drop-down and Egress Trainer (RODET):



- Ensure that when the vehicle is moving all the crew are wearing safety harnesses or seat belts.

**The steps above are just some pointers that should aid in the reduction in vehicle related accidents causing injuries to Service Personnel and/or damage to equipment. If you have any more ideas on how vehicle related accidents can be prevented or a safer practice that could be introduced then it should be brought to the attention of CESO(A) through the Chain of Command.**

Article contributed by WO1 Jay Kinge, Defence AIB

# Spotlight on: The Defence Accident Investigation Branch (Defence AIB)

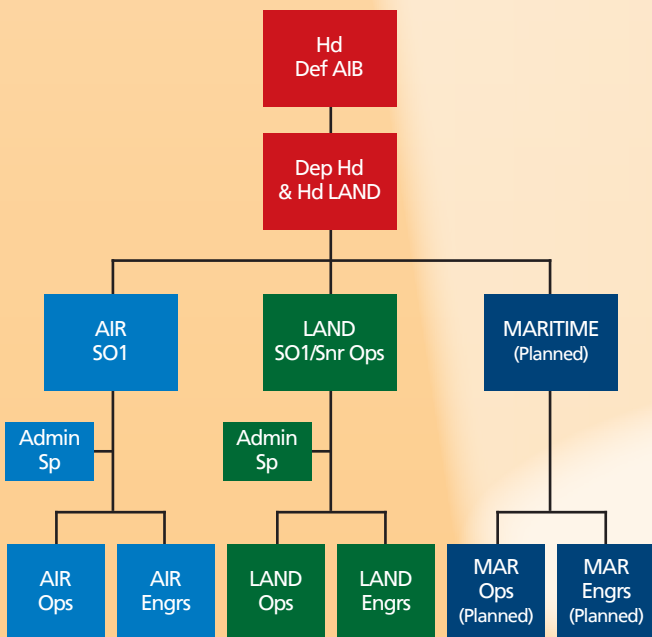
**On 1 Oct 15 the amalgamation of the Land Accident Prevention and Investigation Team (LAIT), the Serious Equipment Failure Investigation Team (SEFIT) and the Military Air Accident Investigation Branch (MilAAIB) led to the formation of the Defence AIB, a single accident investigation organisation within Defence.**

## Defence AIB Overview

The Defence AIB mission is:

**“To conduct independent safety investigations of accidents and serious incidents to determine causal factors and make targeted recommendations, in order to enhance safety.”**

The Defence AIB is currently made up of Air and Land teams, with plans for the addition of a Maritime team. The Land team is currently split between two locations: the operations investigators based in Andover and the engineer investigators at Abbey Wood, Bristol. Investigation teams will normally comprise both operations and engineer investigators, with a nominated Investigator in Charge (IIC). The Land team has responsibility for investigating all accidents in the land environment across Defence. The organisation of the Defence AIB is shown below:



All investigations conducted by the Defence AIB are impartial and, most importantly, do not apportion blame. Any recommendations made are solely designed to prevent a recurrence.

## Approach to Investigation

The way in which the Defence AIB conducts an investigation will generally follow a set procedure. On being notified of a significant accident or incident the Branch will normally deploy an investigation team of between 2-4 personnel. The Delivery Duty Holder (DDH) and Operating Duty Holder (ODH), appointed for the activity in question, and unit or organisation involved will routinely be given warning of an investigation team's deployment. Within 48 hrs of arrival the team, having conducted its initial investigation, will consolidate their findings in a Triage Report for DG DSA (a 3\* officer). This written report is designed to provide the DG with sufficient information to enable him to determine the most appropriate follow on action. The options open to the DG are:

- **If no significant issues are identified** by the investigation team then the DG may decide to stop any further Defence AIB investigation but request that a command/unit level inquiry is conducted. Routinely this will result in the production of a Learning Account, in accordance with LFSO 1118. The Defence AIB will produce a short Deployment Report which informs interested parties of the outline findings of the Triage Report, and may also make some recommendations, but it is also a mechanism for formally closing further Defence AIB involvement.
- **If significant issues are identified** then the DG may decide that a full Defence AIB investigation is appropriate. This will mean that the investigation will continue and the team may be bolstered by relevant SMEs. The end result will be the production of a Defence AIB Safety Investigation Report, normally completed within 2-3 months.
- **If an accident/incident has resulted in a death or serious injury, or significant loss of operational equipment or capability**, then the DG is likely to decide to convene a Service Inquiry (SI). The SI panel will consist of a President (Lt Col or equivalent) and two other members and will normally be convened within four days of the DG receiving the Triage Report. The President will take over the investigation from the Defence AIB IIC but he, together with relevant SMEs, will continue to support the President. SIs can typically run from between 6-12 months; some take longer. It should be noted that although DG DSA is the primary convening authority for safety related SIs, TLBs retain the right to convene their own SI, should DG DSA elect not to do so.

### Contact

Should you need to report an accident/incident to **Defence AIB Land Branch (24/7)**:  
 Mil: 9 6798 6587  
 Civ: 03067 98 6587

# Spotlight on: The Army Incident Notification Cell (AINC)

**The Army Incident Notification Cell (AINC) is part of CESO(A) and provides a single point of contact for the reporting of accidents and incidents that have occurred worldwide.**

Once reported, accident and incidents are entered onto a database – the Incident Notification System (INS). This database is maintained by the AINC. INS records the results of any investigations together with a record of subsequent remedial action. The AINC deals with all reportable incidents and these are set out in Army Command Standing Order 3216 (formerly Land Forces Standing Order 3216). They include injuries or incidents involving military and civilian personnel, contractors and non-MOD civilians on MOD property, serious damage to equipment and equipment failure. The reporting of illnesses, diseases and dangerous occurrences in accordance with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 2013 are also undertaken by AINC. In support of this, the reporting of environmental pollution incidents, unusual radiation events, fire and ammunition incidents are all deemed reportable to AINC.

The AINC is a small, professional and busy team. Notwithstanding its size, the AINC is always available to provide guidance to units to assist them in the notification and reporting of incidents; it is appreciated that whilst there are procedures laid down in Service instructions, these are not always readily available to those needing to report an incident.

*“ I joined the Army Incident Notification Cell (AINC) in September 2013, after working for several years with a Royal Military Police unit. The AINC provides a single point of contact for reporting incidents worldwide by providing guidance to units through the notification and reporting procedures in accordance with Service instructions. We are a small, professional and busy team of five MOD Civil Servants who process information relating to incidents across the Army. So far this year we have processed more than 6,000 incidents onto the INS database, ranging from a paper cut to operational and non-operational deaths.*

*The AINC comes under the umbrella of CESO(A) and maintains the Army database with a diverse range of incidents. It also records the results of any investigations together with a record of subsequent remedial action.*

*Reportable incidents include injuries or incidents involving military and civilian personnel, contractors and non-MOD civilians on MOD property, serious damage to equipment and equipment failure.”*



Paula Thomas

Tanya Corbett

Amanda Roberts

Kinisimere Mateiwai

(The team also includes David Wolfenden – not shown)

*In addition, illnesses, diseases and dangerous occurrences in accordance with statutory RIDDOR reporting requirements, together with environmental pollution incidents, unusual radiation events, fire and ammunition incidents are all deemed reportable to AINC. Thankfully, I have only processed one unusual radiation event since I joined. Please do not let there be another!*

## Paula Thomas

*“ I joined the Army Incident Notification Cell (AINC) in March 2015. I input accident information through the Army Form 510 onto the INS Database. Whilst the AINC team only consists of five people, we continually work together to make sure incidents are processed as quickly and efficiently as possible. We prioritise incidents and process the Army Form 510 to a high standard. This includes during periods of intense activity. An incident arrives normally through the multi-user mailbox and is transferred to a waiting area within our MOSS site. Each member of staff then actions the incidents on a priority basis. It is important that the information received is recorded accurately as this may be used within a Weekly Summary Report that is scrutinised by the Chain of Command and external stakeholders. It may also provide the necessary information to support or reject claims made against the MOD. To ensure details are correct, the database is linked to JPA and ANVIL.*

*The purpose of recording this information is to provide a statistical record on behalf of the Health and Safety Executive for those incidents occurring on MOD sites. These records also provide the information for safety trend analysis that leads to the identification of trends and aims to provide the right level of information to prevent incidents in the future.”*

## Amanda Roberts

# Engineering Sustainable Savings

**Working for Lt Col W MacDonald, the QM for Wimbish Station, USEA Capt Tony Dale outlines a significant drive to implement sustainability initiatives.**



Carver Barracks houses two Hybrid Royal Engineer Bomb Disposal Regiments (101 and 33 Engineer Regiments EOD) and the Wimbish Station Support Unit (WSSU).

Sitting between the two Regiments, WSSU delivers the Home Base support function to both major units. The workforce is lean with a mixture of military and civilian staff that work very hard towards ensuring the Regiments can effectively work, live, train and deploy from Carver Barracks with minimal effort. It is this team which is leading the sustainable development and environmental initiatives.

## Progress So Far

### Lighting Project

**“Average saving per fitting equates to 72.2% of the current energy usage”**

Energy conservation sits firmly on the radar at Carver Barracks and the Wimbish Station Support Unit (WSSU) team work closely with the DIO utilities team look for new ideas and where possible future initiatives can be put forward for consideration.

The whole of the site was surveyed in 2015 to look at the potential energy savings (and carbon reduction) that could be made through the replacement of light fittings. The project was agreed and undertaken in two phases, selecting buildings based on a budgeted spend.

The lighting being used is a combination of LED tube replacements, LED lamps and also LED panels, which in some instances have been installed in brand new fittings and in other cases existing fittings utilised.

Where identified as suitable a product called iDim, which is attached to each individual fitting, has been installed. This is an intelligent sensor that is pre-programmed and will daylight harvest light and dim accordingly. It will also ‘learn’ the environment it is in, and then dim in areas of zero activity. Each fitting has a sensor so it provides individual control resulting in light being provided only where it is needed for task and/or if there is not enough natural daylight.

Phase one (four of the single living accommodation blocks and the WOs’ & Sgts’ Mess) is near completion with phase two, a much larger project to follow.



Recolight is a lighting disposal/recycling specialist is managing the project waste in accordance with WEEE legislation

### Lighting Project Predicted Savings

	Phase 1 Only	Phase 1 and 2 Combined
Cost	£179,111	£595,294
Total Annual Savings	£29,144	£124,514
Payback Period (Years)	6.15	4.78

### Carver Barracks

Based in Essex, the barracks covers approximately 440 acres incorporating a large back door training area and is situated in close proximity (2 miles) to the small villages of Wimbish and Debden. The camp perimeter has over 40 civilian houses that back onto mostly the training area itself which is surrounded by woodland, agricultural fields, several streams and plenty of wildlife. There are now over 840 military personnel employed on the site which was originally designed for a force up to 500 strong. The soldiers have various artisan skills including: electricians, welders, physical training instructors, mechanics, electronic counter measure technicians as well as military divers. However their main role is now in the area of bomb and IED disposal and the skills needed to search for, find and then deal with these types of devices.



Before



After (fire integrity is maintained)



iDim

### Water Project

**“Payback in 2 years”**

A survey of all the appliances on site that use water highlighted that a key focus area should be the flushing of the urinals.

A quick fix and cost effective way of tackling this was to have an infrared urinal flush control (IRV) valve fitted which would automatically manage the supply of water. The inbuilt passive infrared (PIR) sensor detects movement in the washroom and allows water to flow to the urinal.

### Water Project Predicted Savings

	Uncontrolled Urinal	Controlled Urinal
Litres per flush	4.5	4.5
Flushes per hour	4	2
Hours per day	24	12
Days per year	365	260
Water usage per year (Ltrs)	157,680	28,080
Water saving per year (Ltrs)	–	129,600
Water usage per year (m <sup>3</sup> )	157.68	28.08
Water costs per m <sup>3</sup>	1.90	1.90
Annual water cost (£)	299.59	53.35
Annual water cost saving (£)	–	246.24
Cost of project for 27 valves		£11,070
Savings for one valve over one year approx £246.24 – multiplied by 27 valves =		£6,648.48
Payback period (Years)		Approx 2



Installation of urinal flush control units should save 129,600 litres of water per year

Currently the site industrial waste recycling figures have gone up to 87% a significantly improvement from the previous rates (of 35%).

## How Have These Successes Been Achieved?

These achievements have not happened in isolation. They are part of the work of the WSSU which has included taking a long term view for the station. The WSSU produced and is implementing a 15 year strategy and plans to coordinate efforts for the long term benefit of Carver Barracks. This covers infrastructure costs, utilities expenditure, waste, the living, working and training environment as well as the unique military heritage of the site.

Other key features found at the site include:

- A close and supportive team (led by the Station QM and SHE&SD Adviser (USEA)) who 'get' sustainable development and want the site to play its part and do things better.
- Openness to new ideas (and allowance of time to do this).
- Tracking and volunteering for pilots, trials and projects.

The valve is then automatically closed and power disconnected for 25 minutes to prevent continual flushing and is then reinstated ready to be activated again. This project was completed by MMS, the on-site contractors.

### Waste Management Project

#### "Recycling rates up 52%"

A change in waste disposal contractor (and lengthy negotiations) provided the opportunity to make a step change in recycling. Working hand in hand with Aramark (SFM contractor) and the new provider (Green zone) types and sizes of bins were agreed, purpose designed signs manufactured and the provision of internal waste bins put in place.

This project also included the removal of general waste bins from offices and replacement with cardboard/paper recycle bins and a central general purpose (small) bin provided centrally in the building.

- Careful delivery of any project to achieve aims, and minimise disruption to operationally focused troops.
- Openness to promotion of the site to all parties and stakeholders.
- Overall positive, pro-active approach and ongoing hard work!

## What the Future Holds

- **Woodland, science walk** – incorporating paths, signage, learning areas, covered areas, bee hives, wild flowers, mature trees and wildlife.
- **Solar farm** – Working with Capita and DIO, looking at creating a sustainable energy source.
- **Recycling centre** – incorporating 8+ different recycling streams, controlled access and hardstanding.
- **Creation of a new woodland** – working with the Woodland Trust and DIO, we're aiming to plant new forest areas on the back door training area to provide an improved military training area and sustainable fuel source for future infrastructure developments.
- **Heritage** – working on the operations bunker (Grade II\* listed) so that it can be safely entered and used as a museum and education centre and also the refurbishment of two Pickett Hamilton fortifications that are located on site.

### Want to Know More?

The station's key sustainability personnel are:

- Station QM – Lt Col W MacDonald
- SHE&SD – Capt T Dale GradIOSH IEng
- MTWO – WO1 R Hutchinson
- RQMS – WO2 T Phalps
- TQMS – WO2 D Leak QGM

# Demystifying Army Risk Assessments



**Earlier in 2016, CESO(A) introduced the new Commander's Pocket Guide to Managing a Safe System of Training (SST), aimed squarely at helping Army personnel understand the SST concept, the process of undertaking risk assessments and how to document the process efficiently and effectively.**

Whilst by no means a replacement for proper reading of JSP375 Part 2 and its referenced Forms, this A5 size, 24 page booklet aims to guide personnel smoothly through the process of risk assessment and provides step-by-step instructions on how to complete the relevant MOD Forms (5010 or 5015).

- The introduction and first section sets the context by outlining the four components of the Army's SST (safe persons, safe equipment, safe practice and safe place) and why this is important.
- The booklet then introduces how risk assessment should be treated by the Army, i.e. ensuring that training provides sufficient and realistic challenge for personnel, whilst at the same time ensuring that this can be undertaken safely.
- It then goes on to outline the risk assessment process with detailed reference to MOD Form 5010 (the main risk assessment form). Each part of the five step process is covered in some detail and illustrated using a worked example of a climbing exercise, outlining what you should consider and how to fill the forms in correctly:

1. Identify the hazards.
2. Decide who might be harmed and how.
3. Evaluate the risks and identify suitable and sufficient control measures.
4. Record your findings and implement.
5. Review your risk assessment and update if necessary.

- The booklet then also outlines the 11 step MOD Form 5015 alternative approach (for use in Military Training for Land Systems), and finishes with a helpful accident / incident flow diagram with key points of contact.

Initial feedback on the booklet has been very positive and it has quickly become a 'CESO(A) bestseller' to the extent that the initial print run is now exhausted. Even the UK SF community have sought copies and had consultation – high accolade indeed! Further copies are likely to be printed soon, pending imminent updates to the MOD's publication naming policy (safety JSPs are becoming DSA publications).

In the meantime, electronic copies of the booklet are available via this link: [http://cui1-uk.diif.r.mil.uk/r/89/CESO/hs/25\\_Publications/Forms/WIP.aspx?View=%7b06B8E2A6-0FF7-4560-B5D5-0AC690755147%7d&FilterField1=ID&FilterValue1=239](http://cui1-uk.diif.r.mil.uk/r/89/CESO/hs/25_Publications/Forms/WIP.aspx?View=%7b06B8E2A6-0FF7-4560-B5D5-0AC690755147%7d&FilterField1=ID&FilterValue1=239)

### Commander's Safety Culture

- Take ownership of the risk present.
- Set the example.
- Delegate but check (are people qualified?)
- Inspect regularly and randomly.
- Provide supervision to those requiring it.
- Keep legal framework in perspective.
- Follow the rules and apply common sense.
- Pay attention to vulnerable groups / areas.
- Instil positive approach to risk.
- Encourage reporting of incidents (including near misses).
- Seek advice.
- Treat as Force Protection / Generation.

### Safe working practices and a safe environment are key Force Protection measures that need to be implemented to maintain fighting power.

### Introduction

The Safe System of Training (SST) consists of four elements:

- Safe Persons;
- Safe Equipment;
- Safe Practice;
- Safe Place.

#### Safe Persons

- A competent person within the SST is deemed competent by a triad of – Qualifications – Experience – Currency
- It is essential that Commanders ensure instructors are competent and given the appropriate level of supervision to ensure compliance with the SST.
- Training must be at a level commensurate with the capability of the participants.

#### Safe Equipment

- Equipment brought into service with a Safety Case that includes appropriate documentation defining the safe operation and maintenance of the equipment under service conditions.
- Commanders must ensure that...

### Step 2 – Decide Who Might be Harmed and How

Note how the hazard reference numbers have been brought forward from the hazard survey

For each hazard establish who might be harmed. Do not list everything by name. Split into groups of people, e.g. climbers.

Consider what type of injury or ill health might occur, bearing in mind all people involved in the activity and their agencies.

In reality, the thorough process forms part of hazard identification.

### Step 3 – Evaluate the Risks and Identify Suitable and Sufficient Control Measures

(These refer to notes in MOD Form 5010 itself)

Hazard	Risk Assessment	Control Measures	Risk Rating	Additional Controls	Review Date
1	...	...	...	...	...
2	...	...	...	...	...
3	...	...	...	...	...
4	...	...	...	...	...
5	...	...	...	...	...
6	...	...	...	...	...
7	...	...	...	...	...
8	...	...	...	...	...
9	...	...	...	...	...
10	...	...	...	...	...
11	...	...	...	...	...
12	...	...	...	...	...
13	...	...	...	...	...
14	...	...	...	...	...

For each hazard identify and list the control measures (procedures) that are known to be in place for the activity, which help minimise the risks.

Note: the risk rating needs to be completed with reference to the Likelihood & Severity (Consequence) matrix. See next page.

### Step 4 – Record your findings and implement

Risk Rating	Additional Controls	Review Date
1 or 2 (Low Risk Rating)	...	...
3 or 4 (Medium Risk Rating)	...	...
5 or 6 (High Risk Rating)	...	...
7 or 8 (Very High Risk Rating)	...	...
9 or 10 (Extreme Risk Rating)	...	...

**Remember...**

- The objective of risk assessment is not to remove all risk as this may negate the value of training.
- The aim is to implement controls so as to reduce the risk of hazards causing harm to As Low As Reasonably Practicable (ALARP).
- Add reviews frequently with reference to Note 3 of MOD Form 5010.

Note that this climbing exercise risk assessment is for illustrative purposes only.



Article contributed by Lt Col (Retd) Ian Tennent, SO1 Audit, CESO(A)

# Changes to the Army Assurance Regime

## Background

**Some of you will be aware that the Army's Assurance regime is in the process of changing, but many of you may not know why, how, or indeed when.**

The aim of this short article is to give the background as to why the changes are happening and what this means in practice for those of us in the Force Protection role.

The initial seeds for reform were sown in the 'Next Steps for Defence Reform and Implementing the Strategic Defence and Security Review' which emerged in November 2010 and called for a root and branch reform of the whole of the MOD. The aim was to make things better, more efficient and with less processes.

The 'Army Command Review' which followed on from the Defence Review identified one of the areas ripe for reform was the assurance regime which was considered to impose an overly onerous burden on units. As CGS put it:

**"Leaders must empower their subordinates routinely because this will give them the confidence to act boldly and independently on the battlefield... This means leaders must tolerate risk and accept honest mistakes as a natural part of leader development. Micro-management and over assurance has no place on the battlefield, and it must not be a feature in peacetime either. This is not about encouraging soldiers to be reckless or to gamble; it is about accepting errors in the pursuit of calculated risk taking, boldness and initiative."**

In March 2015 CGS tasked the Army Inspector to conduct a review of Army Inspections and Audits instructing him to consider the removal of the current centrally controlled and annualised inspection regime and replacing it with a system that supports commanders and encourages them to judge the requirement for formal inspection.

Following a series of bilateral talks between assurance regimes and the Army Inspector, an Interim Report was published in September 2015. This was subsequently refined and resulted in 'Army Command Standing Order 9001 – The Army Policy for Audit and Inspection' which was released in June 2016.

## What Does it Mean, Who Does What and When?

At the highest level the Executive Committee of the Army Board (ECAB) will identify the level of risk that Army is willing to tolerate in specific areas and communicate this risk appetite down the chain of command through the Army Command Plan. This process will be iterative to cater for changing ECAB priorities, new legislation and feedback from Audit & Inspection (A&I) activity.

This will allow CESO(A) to develop policy and identify the safety standards within the Force Protection arena that the chain of command is required to achieve. These standards will be set through the Audit Question Set which will continue to be maintained by CESO(A). We will also recommend appropriate control measures (i.e. the range of activities available to provide assurance, ranging from routine internal management checks to formal inspections). Finally, we will continuously monitor and analyse the outcome of these control measures remotely via a Management Information System (new ARMS<sup>1</sup> application) so that we can identify where things are going wrong and initiate appropriate remedial measures.

3\* and 2\* commanders will routinely communicate their priorities and risk appetite through their annual directives. This will empower subordinate 1\* commanders to undertake an annual assurance estimate within the parameters laid down by their superior formations.

A combination of ECAB's declared risk appetite (refined down the chain of command (3\* and 2\* levels) combined with the restraints of policy and declared standards (set by CESO(A)) will set the parameters within which 1\* commanders will conduct their annual assurance estimate. This will be conducted in discussion with COs and formation SMEs and will determine the requirement for audit and inspection taking into account such factors as the unit's role and readiness state, command and leadership experience, historical performance and planned unit tasks, activities and manpower churn.

**Home Command (HC).** HC will act as the 'Co-ordinating Authority' and will programme and resource the audit and inspection regimes determined by the 1\* assurance estimates (see below).

**So what happens at the coal face?** Routinely, units will assure themselves, carrying out inspections and checks as usual and conducting a force protection (safety) self-assessment annually which they will upload to ARMS. To achieve the latter all unit ARMS accounts will need to be upgraded to read/write access and all units should now apply for this.

**What happens when things go wrong?** Both CESO(A) and the chain of command will monitor what is happening and if a weakness is identified a number of remedial steps can be implemented, ranging from an advisory visit from the brigade focal point to a full force protection audit by CESO(A).

**Timeline.** This process is already in the transitional stage (the Initial Operating Ability was effective from April 2016) and Full Operating Ability is to be achieved by January 2017.

<sup>1</sup> Army Reporting Management System (a computer based programme for auditing and analysing the outcome)

Article contributed by Simon Morriss, SO2 EP&SD, CESO(A)

# Climate Impact Risk Assessment Methodology (CIRAM)

**Good evidence exists that the UK climate is changing. Temperatures and sea levels are rising and extreme weather events are becoming more frequent.**

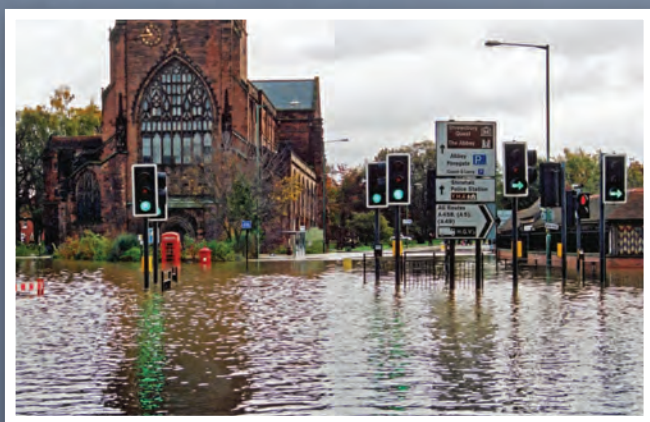
The weather can compromise the delivery of Defence outputs on MOD establishments. Existing vulnerabilities are likely to become worse, due to increases in extreme weather events. Building resilience and planning for long-term changes in climate will help maintain the continuity of Defence outputs, manage costs and reduce damage caused by extreme weather.

Under the UK Climate Change Act (2008) all Government departments are required to undertake an assessment of their climate change risks. The Climate Impact Risk Assessment Methodology (CIRAM) supports the Department's requirement under the Act to undertake an assessment of current and future climate risks to the Government estate. It also falls within the Government's targets that require adaptation to a changing climate.

CIRAM has been developed by the Defence Infrastructure Organisation (DIO) as a tool for sites to identify the risks of climate change to their sites and associated capabilities. The methodology helps the unit and the site teams prepare for and mitigate against the effects of extreme weather events. CIRAM assessments identify actions to improve the resilience of MOD establishments to climate related hazards and ensure the continuity of Defence outputs.

CIRAM has four stages focused on a risk assessment workshop and the production of the Climate Resistance Risk Register (CRRR). The stages are:

- **Stage A Pre-Workshop Preparation.** This is a desktop study, conducted by Regional Point of Command Brigade (RPOC Bde) SO3 Sustainable Development (SD) staff, to look at the critical current and future weather risks to the site and see how they affect habitability of the site and the ability of the unit to deliver its operational output. The information gathered is put into a delegate's pack for review at the risk workshop subsequently carried out on site at Stage B.
- **Stage B Risk Workshop.** The information put together during the desktop study (Stage A) is reviewed and amended if necessary at a workshop carried out on site, this is organised and chaired by the unit, assisted by RPOC Bde staff. It identifies actions to be taken in order to mitigate against and prepare for extreme weather. The output is the CRRR which will be used to ensure that the necessary measures are put into the Integrated Estate Management Plan (IEMP), Site Disaster Plan and Business Reliance Plan.
- **Stage C Post Workshop Review.** The CRRR is reviewed, finalised and distributed to the relevant responsible people and stakeholders to clarify risks, responsibilities and actions. This is led by the unit whose Head of Establishment will sign off the CRRR on completion.
- **Stage D Implementation.** This involves the unit integrating the risk actions into the establishment's action plan for delivery and embedded into site systems such as Environmental Management System, Business Continuity and Health & Safety. This enables the risk register to be reviewed annually, in line with policy, to ensure on-going monitoring of risks and assurance of delivery. A full CIRAM assessment is undertaken every five years; this is initiated by the unit.



A more detailed explanation of these stages can be found in Section 7 of the Sustainability and Environmental Appraisal Tool (SEAT) Handbook – CIRAM.



DIO have led on CIRAM assessments that have been completed for all Defence critical establishments. The completion of CIRAM for those non-critical establishments falls to individual TLBs.

A training package was developed by DIO and CESO(A) for delivery to RPoC Bde SO2 Safety Health and Environment (SHE) and SO3 SD staff who will assist units in their Brigades to complete the CIRAM and undertake the Desk Study (Stage A). The majority of these staff have now completed the training expertly delivered by members of the DIO Energy, Utilities and Sustainability (EUS) team. This team can offer further assistance if necessary.

CESO(A) are compiling a prioritised list of Army sites to be assessed, taking into account location, current and future use.



**These scenes may be more common in the future, so the Army needs to be prepared to fight back against anything Mother Nature sends our way. CIRAM is our defence mechanism and if used correctly, should be able to ensure a good level of capability is retained in the event that the elements unleash their worst.**

## Without a Trace

Following on from training DVDs such as “Don’t Gamble With Ammo” and “A Bullet With Your Name On It” comes “Without a Trace” – a DVD to educate the users of Defence Training Estate (DTE) in the UK and overseas about Environmental Protection (with a bit of Health and Safety thrown in for good measure).

The name “Without a Trace” signifies how users should leave the DTE when they have finished using it – without a trace of them being there.

Once again the 1st Royal Regiment Fusiliers have kindly agreed to star in the DVD which will be produced by Jump and Amec Foster Wheeler, both based in Leamington Spa.

Filming for the DVD commenced in September and it should be released early in the New Year – available to view at all good training briefings.



Article contributed by Cdr Nick Slocombe, Military Aviation Authority

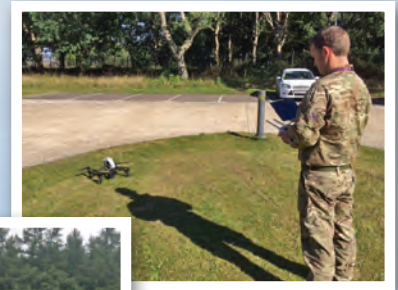
# Drone Flying – a Layman’s Guide to Staying Safe and Within the Law

**Near misses (or in aviation terminology – Air Prox ) between manned aircraft and drones or model aircraft are being reported with increasing regularity in UK airspace...**

**...To manage this, there is both extant civilian law and military regulation – but do those who operate drones know that it exists?**

For those of us involved in military aviation the answer should be yes to the question above. We have been successfully using Drones in operations and training for a number of years. Those involved, whether they be operators, planners or tactical Battlespace Managers all know the relevant regulations, and are trained accordingly. This does not mean we should be complacent, many lessons have been learnt over the last few years and it is likely that there may be more to learn as we seek to integrate further the mix of unmanned and manned aviation, let alone manage and mitigate the inevitable human errors that will occur. However, it is not the risk posed by military drones that this article is about.

Over the last two years there has been a significant proliferation of commercially available, capable and affordable small drones, often in the shape of a quadcopter but including model aircraft; sometimes fitted with a camera that enables control by First Person View and varying in size from 7kgs to the just a few grams. These drones are readily available on the high street and via the internet at prices that make them accessible to all. They are also very capable and dependent upon size, some can be flown (though they should not be), to several thousand feet high and to a significant distance from the operator.



The phrase ‘drone’ is used deliberately in this article to reflect the common terminology used by the public – even if in the military we may prefer Remotely Piloted Air System (RPAS) or Unmanned Air Vehicle or even Unmanned Air System. It is this proliferation of commercially available and affordable drones that is getting attention from the aviation community as they are increasingly presenting a risk of mid-air collision with manned aircraft. To date in 2016 there have been over 50 reported near misses between airliners and drones. Military aircraft have also had many near misses with drones, including Chinooks near Benson and Odiham, fixed wing aircraft around Cranwell and last year a Navy Lynx at 2,000ft near Bristol missed a drone by an estimated 30-50ft. It doesn’t take much imagination to understand the likely consequences of 2kg of metal, including the lithium battery, hitting a helicopter windshield or perhaps worse, the tail rotor at 100mph. Likewise for a fixed wing aircraft but at greater speeds, hitting the canopy or disappearing into an engine intake. So if you or a member of your family is one of the many owners of a drone, are thinking of buying one or considering using one for service requirements, then you need to read on.

Firstly, we should be clear, drones are incredibly useful and good fun. They are generally easy to operate and can be used for all sorts of activities, whether that is just for the enjoyment of flying them, for photography, racing or surveys, they have great utility and as technology improves this utility can only increase. You may have heard of Amazon’s goals to use them for mail and parcel deliveries; they are not alone, several other large companies have similar ambitions. Therefore, this is not an issue that is going to go away but it does need managing, and anyone who operates a drone needs to understand his or her responsibilities.



### Your Responsibilities:

- To know how to fly your drone safely, and do so within the law.
- To understand that the operator is legally responsible for every flight.
- To keep your drone in sight at all times – stay below 400ft.
- Not to fly your drone over a congested area, never fly within 50 metres of a person, vehicle or building.
- Ensure any images you obtain using the drone do not break privacy laws.
- Avoiding collisions – you should never fly a drone near an airport or close to aircraft.

It is a criminal offence to endanger the safety of an aircraft in flight.

If you are using a drone for personal use then you are governed by the Air Navigation Order, articles 240 & 241, but especially by articles 94 & 95. This is law and you can and individuals have been, prosecuted for breaking it. Helpfully, the Civilian Aviation Authority (CAA) have produced a 'DroneCode' to help individuals to understand the law, they have also produced a video that explains the issues, available at [www.caa.co.uk/Consumers/Model-aircraft-and-drones/The-Dronecode/](http://www.caa.co.uk/Consumers/Model-aircraft-and-drones/The-Dronecode/) that you may wish to watch.

On the face of it the responsibilities seem very reasonable and simple, but is everyone aware of them? In addition, how many people can accurately judge 400ft when looking up at a relatively small drone? What does near an airport mean? So perhaps not quite so clear, though regardless of the lack of complete clarity, if anything were to happen the last bullet point is the 'catch all'. This then is the dilemma for law makers and regulators, they could be more prescriptive and draconian, but this would possibly unnecessarily inhibit legitimate safe drone use and probably not be proportionate to the risk. So the current situation relies on drone operators understanding the law and using common sense.

Aircraft, particularly airliners, start descending several miles from airfields, so even if you are operating your drone literally 'miles away' from the airfield, you can, if you fly your drone too high, get close to the flight path of the aircraft. Clearly though, if you operate your drone at any height near the airfield boundary, not only are you creating significant risk, but if caught it is likely that the aviation authorities would pursue a prosecution. So, if you are going to operate a drone, have a really good think about where you are, keep the drone in sight, consider what aircraft are flying around and keep clear – **it is your responsibility.**

If you intend to use your drone for commercial purposes then you need to be licensed by the CAA. There are a number of companies offering CAA accredited drone pilot license courses.

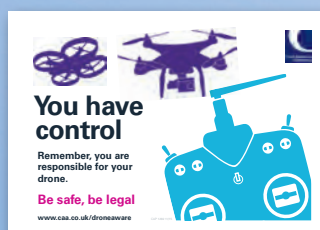
These courses will train and assess ability to safely operate drones. The courses include: flying competence, knowledge of the law, risk assessments, decision making and more. They exist to ensure that those who need to use drone technology legitimately for their business, can do so safely and at no additional risk to aviation. For more details you should contact the CAA ([www.caa.co.uk](http://www.caa.co.uk)).

Military personnel using privately obtained drones for personal use are subject to civil law. However, MOD personnel who intend to use commercial-off-the-shelf (COTS) drones for Defence use are subject to Military Aviation Authority regulation. Specifically, MAA Regulatory Articles 1600, 2320 and most pertinently – 2321 which is very similar to civilian regulations for the commercial use of small drones. All of the regulations can be found on the Defence Intranet at [http://defenceintranet.diif.r.mil.uk/libraries/corporate/MAA/Regulatory%20Publications/fly2000seriesprint\\_2016\\_07\\_08.pdf](http://defenceintranet.diif.r.mil.uk/libraries/corporate/MAA/Regulatory%20Publications/fly2000seriesprint_2016_07_08.pdf).



If you do not have an aviation background and you aspire to use COTS drones at your unit for something like photography, surveys or security then a good starting point would be DINs 2016DIN07-112 and 2016DIN04-178 issued by 700X Naval Air Squadron (NAS). 700X NAS are the Royal Navy's RPAS unit who not only operate the Scan Eagle RPAS, they also provide advice and run courses for those who are looking to exploit COTS drone technology for service use.

**In summary, drone technology is extremely useful, great fun to use and here to stay. However, it does pose a real hazard to manned aviation so make sure that you know the law, stay within the law and fly safe.**



Various informative publications and resources are available via the CAA's website:  
<https://www.caa.co.uk/Consumers/Model-aircraft-and-drones/Flying-drones/>

# JSP 539 Update

## JSP 539 – ‘Climatic Illness and Injury in the Armed Forces: Force Protection and Initial Medical Treatment’ – was substantially updated in May 2016.

This article summarises the updates to JSP 539 (available via this link: <http://defenceintranet.diif.r.mil.uk/Reference/DINsJSPs/Pages/JSP539ClimaticInjuriesintheArmedForcesPreventionandTreatment.aspx>). However, Commanders must also be aware of Single Service Practices, Processes and Risk Mitigation measures to be followed when conducting PT in climatic conditions, which for the Army can be found in AGAI Vol 1 Ch 7 – Physical Training. The latest version is available here: [http://defenceintranet.diif.r.mil.uk/libraries/corporate/Army/Publications/AGAI\\_007.pdf](http://defenceintranet.diif.r.mil.uk/libraries/corporate/Army/Publications/AGAI_007.pdf)

As outlined very succinctly in the JSP’s Foreword: *“Each year there are significant impacts on health and sometimes deaths as a result of heat and cold injuries amongst Service personnel, in the UK and overseas. These are nearly all preventable, provided the risk factors are assessed properly and appropriately managed...”*

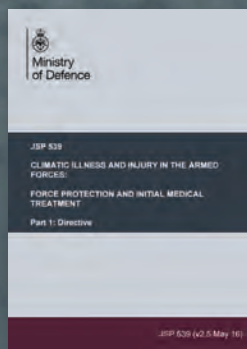
It is a cruel irony that the above text existed in near word-for-word form in the version of JSP 539 that was current at the time of the Brecon tragedy in 2013. In other respects the latest version of this important JSP has been substantially reviewed and changed to make the concept of climatic illness as accessible as possible, and responsibilities as clear as possible. The update has in part been informed by the Brecon Inquiry Coroner’s report.

## Overview

The key changes since the previous version (v2.4 Aug 14), are as follows:

- Reformatted in accordance with the Defence Reform Unit requirements.
- Chapter order revised.
- Inclusion of Coroners’ recommendations from the Brecon and Williams Inquests.
- Chapter 1 Direction for Commanders revised.
- Meteorological Office Planning Forecasts revised.
- Table 1 WBGT Index Limits revised.
- Figure 4 Cold Injury First Aid devised.
- Chapter 5 Reporting and Recording revised.

In addition the JSP is now reduced from 66 to 55 pages and now has many of the Annexes incorporated into the main text, making the document much more user friendly.



## Structure

The JSP has been restructured as follows:

- Foreword.
  - Aim, Preface, How to use this JSP, Training, Coherence with other Defence Authority policy and guidance, Further advice and feedback – contacts, Amendments Table.
- Heat.
  - Chapter 1 Heat – Direction for Commanders.
  - Chapter 2 Heat – Direction for Medical Personnel.
- Cold.
  - Chapter 3 Cold – Direction for Commanders.
  - Chapter 4 Cold – Direction for Medical Personnel.
- Reporting and Recording.
  - Chapter 5 Reporting and Recording.
- References.

This helps better define the separate roles and requirements for Commanders and Medical Personnel in relation to heat and cold injuries.

## Notable Points

The revised JSP 539 includes:

- Clearer signposting to training requirements, materials and educational resources for climatic illness/injury.
- An updated ‘Heat Illness Treatment Guidelines’ flow chart, including requirements to dynamically risk assess the activity.
- Signposting, remit and contact details for the Joint Operational Meteorology and Oceanographic Centre (JOMOC), applicable worldwide.
- More detailed guidance on Wet Bulb Globe Temperature (WBGT) index limits, with examples now provided for Land, Maritime and Air.
- Refined Commander’s Heat Illness Risk Assessment Checklist.
- Substantially updated flow chart for ‘Initial Treatment of Hypothermia Under Field Conditions’ (Figure 5).
- Reporting and Recording section refined and updated, with contacts provided for Defence Accident Investigation Branch (Defence AIB) instead of the former LAIT.

## In Summary

**This magazine article is not a replacement for proper reading and scrutiny of the revised JSP 539. It really is a ‘must read’ document update for all Commanders and Medical Personnel, along with AGAI Vol 1 Ch 7 – Physical Training.**

# Safety Risk Management in the NZ Army

Article contributed by Lieutenant Colonel Hemi Morete, RNZE, MSc – Directorate of Safety, New Zealand Defence Force

**An army has at its very heart a requirement to confront risk, not to shy away from it. It has a unique responsibility to protect the society it serves, and is one of very few institutions in society that deliberately and repeatedly puts its members in harm's way. However, with that responsibility comes an equal or greater responsibility to ensure that the risk of harm to soldiers is minimised.**

This applies not only in a tactical sense on the battlefield, but also in the mundane, routine, everyday activities that an army must go through in order to get themselves onto that battlefield. In order to better understand the New Zealand Army's ability to manage safety risk in routine training and everyday activities, a research project was undertaken to determine the effectiveness of safety risk management in the NZ Army in a peacetime context. This included visiting CESO(A).

The first key finding of the research was that soldiers' perception of risk in relation to common activities was focused on the severity of consequences, rather than the probability of harm. If the consequences of an activity were perceived as being severe, then the likelihood of harm occurring was largely ignored. For example, live field firing was commonly cited as being the highest risk activity undertaken. However, due to comprehensive risk mitigation measures developed, the residual risk from this type of activity is very low with safety failures extremely rare.

Those activities where harm was much more likely to occur, but where the consequences to the individual were slight, were not perceived as having any significant risk attached. This was the case with informal<sup>1</sup> physical training and sport – those activities with the highest instances of actual harm, but judged by individuals as being insignificant from a risk perspective. This is understandable at the individual level, but it becomes problematic at the organisational level due to the fact that multiple high-probability, low-severity injuries across the organisation reduce its deployability, a critical operational output.

Another key finding was that military training has a positive effect on safety related behaviours generally. Most participants stated that the safety-related behaviours learned in the army changed the way they thought about safety during their off-duty pastimes and pursuits. Participants stated that their training in the army had made them more aware about safety and that they modified their behaviours accordingly.

The research also indicated that peoples' perception of risk could change. The primary example of this was in relation to small boating operations and how the emotional impact of a soldier's drowning in 2012 led to a change in soldiers' perception of the risk around that activity.

Also indicated, but less clear-cut is the concept that soldiers' risk tolerance increases due to an exposure to higher-risk activities. A number of participants indicated that their perception of what was 'risky' had changed and their individual threshold for risk had shifted due to the training they had undertaken.

In relation to safety culture, participants identified a positive safety culture in the NZ Army around those activities perceived to be high-risk, but a relatively poor culture of safety in relation to those activities that were perceived as being low-risk. However, the culture of safety is developing and the research suggests that it is possible for this to 'spread' from those activities where it is well developed to those where it is not.

Other areas where the organisation can improve include addressing the potential conflict between the 'can do' attitude of the military and the organisation's safety constraints; improving near miss reporting; and finding a way to make it easier for junior soldiers to speak up about safety concerns. Despite army leadership encouraging this to happen, a combination of innovative thinking and a shift in culture will be necessary for this to become widespread.

In relation to the ability to learn from its mistakes, given the effectiveness of the army's training systems and how it learns from most other activities, this could be improved. It has made some significant changes following major safety-related events and demonstrates an ability and willingness to make these changes in those circumstances. However, for other issues the learning process can be slow and cumbersome due to a combination of complex reporting systems and a general lack of awareness around the need for safety reporting. The fix is relatively simple, as the structures and processes are all largely in place already.

While the results of the research are by their very nature largely negative, it should be noted that there are many activities undertaken by the NZ Army that are exemplary from a safety standpoint. The culture of safety is exceptionally strong in many parts of the NZ Army and around many of its activities; the challenge that it faces is to bring that strong safety ethos across into all parts of the organisation.

*The research referred to in this article was conducted as part of a dissertation an MSc in Risk, Crisis and Disaster Management at the University of Leicester.*

**Editor's note:** CESO(A) is very grateful for this article as there is clear read across to the behaviours of British Army personnel.

<sup>1</sup> All ranks, officers and soldiers

<sup>2</sup> Not conducted by a qualified PTI or APTI

# Brave New World?

## Risk and Safety in 1 (New Zealand) Brigade

Article contributed by Major Tim Woodman MBE MSc RNZALR

**Risk and Safety are not dirty words! It is no longer “uncool” within the New Zealand Army or the Brigade to be the Risk and Safety Officer and you are also not the guy with no mates who no one is talking to at the morning break or at a social function. What has brought about this change? I would like to say it was due to new management within the Brigade, but this is not the entire story.**

A big turning point for the New Zealand Army was the tragic loss of Pte Micheal Ross during a training accident in the Waiouru training area. His loss had a profound effect on his whanau (family), mates and unit and could be likened to a stone being dropped into a pool; the rippling effect was extensive and would bring about institutional change.

New Zealand historically has not had a good health and safety record either in the civilian sector or Defence. This was not because it was not recognised as a key factor within the workplace; it was more of a cultural issue of just getting on with the job. It was the Kiwi way of self reliance and making do in order to get the job done. However, after a series of national health and safety issues such as the Christchurch earthquakes, the Pike River mining disaster and the perception that certain industries such as forestry and mining were more dangerous than others, the New Zealand Government realised that something had to be done.

Defence also looked at itself and conducted a series of safety reviews in reaction to high profile accidents within the NZDF. The Cosman Report of 2011, the External Safety Management Review of 2013 and the Telarc Workshop Health and Safety Systems Review of 2015 all identified safety failings within Defence.

In response to these shortfalls, both in Defence and the country in general, the New Zealand Government published the Health and Safety at Work Act 2015 which became law in April 2016. The guiding principle behind the Act is that workers and other people should be given the highest level of protection against harm to their health, safety, and welfare from work risks as is reasonably practicable.



The purpose of the Act is to provide a balanced framework to secure the health and safety of workers and workplaces by:

- Protecting workers against harm.
- Providing for fair and effective workplace representation, consultation, co-operation, and resolution of issues relating to work health and safety.
- Encouraging constructive roles in promoting improvements in workplace health and safety.
- Having regard to the principle that workers be given the highest level of protection.

The NZDF must comply with this Act wherever it is serving within the world with the exception of operations which had to be clearly identified by the Chief of Defence Force as falling outside the Act. The fundamentals for Defence for the Act are:

- Safety leadership is critical, requiring focus from the top.
- Engagement with workers must be ensured, providing opportunities for them to participate in the identification and management of risks that affect their health and safety.
- A stronger approach to safety management across our Defence Force must be introduced and it must be standardised, integrated and consistent.
- The Act won't fundamentally change the way Defence Force personnel train or operate.
- The Act places increased importance on managing critical risks, focusing on how to stop people from getting hurt rather than hazard spotting.

So what does this mean for those of us in 1 New Zealand Brigade and how do we attempt to ensure that risk and safety gets a higher profile in everyday life?

The first part is easy as there is buy-in to the new Act from the Chief of Defence through all levels of command. A Safety Directorate was formed within the NZDF. This organisation was headed up by a civilian who was brought in from the air industry where she had been the safety director of a major airline. This organisation quickly rewrote all NZDF publications to reflect the new Act and also held information briefings and workshops at all major camps.

Buy-in was seen to be at the highest levels by a series of health and safety statements and intents being published by CDF, VCDF and the Chief of Army. Within the Brigade, the Chief of Army Policy was translated into clear language that the soldier could understand.

The Brigade Commander also formed a Risk and Safety Office which consisted of the Brigade Risk Manager, a serving major, and a civilian Health and Safety Advisor. The objective of this office was not to act as a brake on the Brigade's Activities but as the Commander said:

*"To create a positive cultural shift in 1 (NZ) Bde's approach to Risk and Safety through an enhanced appreciation, understanding, and application of safe practice and Risk Management by all members of the 1 (NZ) Bde whanau in both their professional and personal lives"*

This was achieved by the introduction of four Risk and Safety Pillars (see infographic below) within the Bde of:

- A focused education and training programme.
- Revised processes, procedures, structures and governance to enhance levels of quality assurance and due diligence at all levels of command.
- Implement a proactive communications strategy.
- Robust measures of effectiveness, monitoring and reporting.



The desired outcome within the Bde was to reduce the frequency of risk and safety incidents, creating a safer environment for soldiers, civilians and their families in the workplace, home and wider community.

The effect though, as stated by the Commander, was not to state that we would all be safer but this was translated into its operational output by:

*"Increased readiness of individuals, units and key equipment that enhances operational effectiveness."*

To get the message out, the Bde Risk and Safety Office produced various publications, posters, billboards and promotional items to promote the Bde safety message. There was a time when no one could go to the ablutions, dine or socialise at the mess without seeing a safety message. A monthly Bde individual risk and safety award sponsored by a Defence civilian contractor was also introduced.

Various other initiatives have been introduced to link risk and safety messaging throughout the Army so that recruits will receive the same message from the day they sign up throughout their military career. An example of this is the introduction of a safety card which will be issued to all Bde members. Another initiative has been the "Mates for Life" programme where we use the phrase: "What will you say or do to keep your mate safe at work today?"

The idea of this programme is to look after your mates throughout their whole military career and to encourage all levels to speak up, to raise the red flag and stop activities if they see something that is going wrong. This should be an aim, whatever the rank or trade, from recruitment to retirement.

A lot has been achieved in the first year of the Bde Risk and Safety Office, but there is still a long way to go. However, through the continued strong leadership from the Chief of Defence, through to the Chief of Army and down to Brigade we will strive to be the centre of excellence for Risk and Safety within the NZDF. Our aim is to ensure that everyone who comes to work gets home safely, not only during everyday Bde activities, but also when deployed on operations.

This whakatauki (proverb) which was gifted to 1 New Zealand Brigade by the Health and Safety Advisor sums it up in a nutshell:

*'Ko te oranga me te haumarutanga o o haumi he poutoko, ehara i te taunahua'*

*'Let the health and safety of your mates be an ENABLER, not an OBSTACLE'*



#### Editor's Note:

Just like the British Army and its compliance with UK statute including the Health and Safety at work, Etc. Act 1974, the New Zealand Defence Force and in particular 1 (NZ) Bde have put in place a process to ensure compliance with their new Health and Safety law. Interestingly, they have a number of initiatives that may be worthy of consideration by the British Army. We in CESO(A) will look at these.

# Contacts and Further Information

To convert the following Mil numbers to Civ, dial 01264 88 and then add the last 4 digits.

CESO(A)	
CESO(A) – Col Andrew Lambert	9 4393 7051
SO1 Trg – Lt Col Richard Thorpe	9 4393 6791
SO1 H&S – Vacant	9 4393 7060
SO1 Safety Management – Ian Groom	9 4393 7058
SO2 Lessons – Vacant	9 4393 6794
SO1 Audit – Lt Col (Retd) Ian Tennent	9 4393 7627
SO2 EP&SD – Simon Morriss	9 4393 7624
SO2 Comms – Sharon Foster	9 4393 7037
SO3 ISO – Keven Mundy	9 4393 7059
CESO FAX (Mil)	9 4393 7607

Defence AIB	
<b>Defence AIB (Land) 24hr Duty Number</b>	<b>030 6798 6587</b>
DAIB Hd – Col Crispin Orr (Late AAC)	01252 533530
DAIB DepHd – Col (Retd) David Challes	01264 382432
DAIB LAND Snr Ops – Lt Col (Retd) Ranald Blue	030 679 86590
DAIB LAND Ops1 – Lt Col (Retd) Roger Fellowes	030 679 86588
DAIB LAND Ops2 – Maj (Retd) Andy Neary	030 679 86589
DAIB LAND Ops3 – Capt Ian Milton	030 679 86591
DAIB LAND Ops4 – Capt Christopher Oakes	030 679 86592
DAIB LAND Ops5 – WO1 Jay Kinge	030 679 86594
DAIB LAND SIB – WO1 John Horne	030 679 86593
DAIB LAND Snr Eng – Maj Allan Tribe	030 679 82529
DAIB LAND Eng1 – WO1(ASM) Andrew Wrend	030 679 82533
DAIB FAX (Mil)	9 4391 7551

AINC	
<b>AINC Contact Point</b>	<b>9 6770 3661</b>
OIC AINC – Vacant	9 4393 7634
Contact through SO1 Safety Management	9 4393 7058
AINC FAX (Mil)	9 4393 6889



Army Safety



CESO-Army












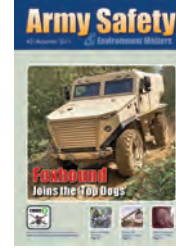


Army Knowledge eXchange



British Army Safety

This and previous issues are available on Defence Intranet and can also be downloaded via the links below:

<p><b>Issue 53</b> Summer 16</p>  <p><a href="https://goo.gl/w6BN1F">https://goo.gl/w6BN1F</a></p>	<p><b>Issue 52</b> Winter 15–16</p>  <p><a href="https://goo.gl/xa8vpZ">https://goo.gl/xa8vpZ</a></p>	<p><b>Issue 51</b> Summer 15</p>  <p><a href="https://goo.gl/OcmGt8">https://goo.gl/OcmGt8</a></p>	<p><b>Issue 50</b> Winter 14–15</p>  <p><a href="https://goo.gl/fxQNWJ">https://goo.gl/fxQNWJ</a></p>	<p><b>Issue 49</b> Summer 14</p>  <p><a href="https://goo.gl/dnEaGS">https://goo.gl/dnEaGS</a></p>	<p><b>Issue 48</b> Winter 13–14</p>  <p><a href="https://goo.gl/3554V5">https://goo.gl/3554V5</a></p>
<p><b>Issue 47</b> Summer 13</p>  <p><a href="https://goo.gl/MQBjH7">https://goo.gl/MQBjH7</a></p>	<p><b>Issue 46</b> Winter 12–13</p>  <p><a href="https://goo.gl/e9Ogk8">https://goo.gl/e9Ogk8</a></p>	<p><b>Issue 45</b> Summer 12</p>  <p><a href="https://goo.gl/CRTbqX">https://goo.gl/CRTbqX</a></p>	<p><b>Issue 44</b> Spring 12</p>  <p><a href="https://goo.gl/0ycE33">https://goo.gl/0ycE33</a></p>	<p><b>Issue 43</b> Winter 11–12</p>  <p><a href="https://goo.gl/ZfsDQO">https://goo.gl/ZfsDQO</a></p>	<p><b>Issue 42</b> Autumn 11</p>  <p><a href="https://goo.gl/Vm9kC">https://goo.gl/Vm9kC</a></p>

<https://www.armynet.mod.uk/armysafety>