

ARMY SAFETY & ENVIRONMENT MATTERS

62 Spring 2021

Safety Culture: Evolution not Revolution

Army Safety
'Protecting the Force
Protecting the Nation'

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WELCOME

I introduce this edition of Army Safety & Environment Matters, my second, at the beginning of 2021 during the COVID-19 pandemic and whilst we are operating in challenging times. Despite this context, we have seen some excellent enhancements in our approach to safety and the environment.

The updated Army Safety and Environment Management System, ACSO1200 was published on 1 Jan 21 and is a much more focused and comprehensive policy. The re-emphasis of the centrality of duty of care, its delivery through our Safety Risk Management and the adjustments made to duty holding all aid its delivery.

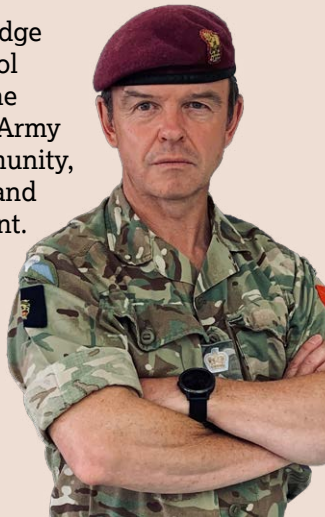
In the near term, the Unified Reporting System is due to be rolled out to the Army from Spring 21 and re-branded the Defence Unified Reporting and Lessons System (DURALS) to better reflect the breadth of its capability. Along with the refined Army Lessons Process, DURALS will provide the wherewithal to conduct more effective analysis and to adapt and learn in a more agile way. This will further reinforce the continuous improvement in our safety culture.

Other developing capabilities include improvements to our total assurance picture, uplifts to our audit and investigation capabilities and bringing enhanced rigour to our recommendations and lessons learning processes. These are being developed with you, for you and I encourage you all to continue to engage with, exploit and support the subsequent refinement of these important capabilities.

I would like to take this opportunity to publicly acknowledge the significant contribution to Army Safety made by Lt Col Kev Howard-Perry, as Deputy Chief Safety (Army) over the last 3 years and his commitment and contribution to the Army over several decades. On behalf of the wider safety community, I would like to thank him for his leadership, enthusiasm and friendship and wish him all the very best for his retirement.

I would also like to welcome Lt Col Laura Ellis who assumes the Deputy appointment in May 2021 and trail the joint handover article she and Kev have produced at page 8. I trust that you will find it and this edition informative.

Colonel Graham Livingstone
Chief Safety (Army)



NEWS IN BRIEF

JUST 2 MINUTES OF YOUR TIME PLEASE...

To ensure that we keep this magazine relevant and fit for purpose (and also as a sanity check that it's worth the effort that we put into creating this publication!) – please complete the following Survey Monkey form:

FEEDBACK



It really is just a couple of minutes effort, but your feedback could help the publication team enormously.

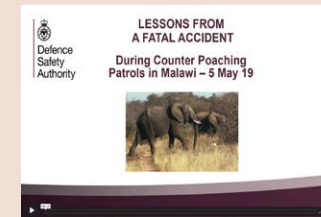
Many thanks in advance!

RECENT DSA SERVICE INQUIRY REPORTS

A Service Inquiry has been completed into the **death of a soldier following an animal attack at Liwonde National Park, Malawi** on 5 May 2019.

The final report has been published by Defence Safety Authority (DSA) to inform the military Chain of Command and the public of the findings of the inquiry and its recommendations to improve defence safety.

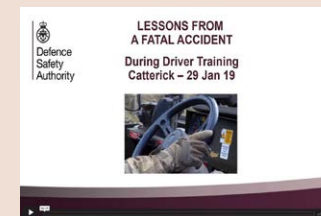
REPORT



VIDEO
Best in Chrome

In addition, DSA has published the Service Inquiry report into the **death of a soldier of the Scottish and Northern Irish Yeomanry during an accident involving a Jackal vehicle on Catterick training area** on 29 January 2019.

REPORT



VIDEO
Best in Chrome

INTRODUCING...

William Talmage has joined the AINC team and provides the following introduction: *“Hi. I’m new to the Civil Service and excited to be part of the ASCen-AINC Team. I previously worked for a company that specialised in elevator maintenance as an administrator and before that I studied computing at The University of Portsmouth where I graduated with a 2:1. I enjoy challenging myself and learning new skills. I look forward to being part of the AINC team and putting my knowledge and experiences into all aspects of my new role”.*

REMEMBER!

We Must Report Near Misses...

So that analysis and/or investigations can be conducted, lessons learnt and these communicated across the Army to help prevent injuries and save lives – JUST DO IT!

Deputy Chief Safety (Army).

NOTE:
The Defence Alert system, accessed via Defence Gateway, is replacing the AF510 reporting form soon.

REPORTING, INVESTIGATIONS AND LESSONS UPDATE



REPORTING

AINC has developed and maintained the newly introduced occurrence, near miss, dangerous occurrences and COVID-19 anonymous reporting tracker for the Army. This has facilitated members of the MOD to report occurrences direct to the CGS briefing team via the Army Feedback Form without providing personal details. This has seen an increase in incident reporting, especially COVID-19 FHP non-compliance. AINC has been made responsible for all RIDDOR reporting for all confirmed COVID-19 cases to the HSE. The introduction of the AF510A – Investigation form has gone well with AINC receiving positive feedback from unit investigators, who have found the form intuitive and easy to complete. In addition, AINC has welcomed a new member to the team, Mr William Talmage, who is new to the civil service joining us from the private sector.

Contributed by Tracey Trueman, SO2 AINC

INVESTIGATIONS

The Army safety, environmental protection and fire lessons and exploitation provides the opportunity for the Army to understand and learn from occurrences to prevent them happening again – an essential part of delivering our operational effectiveness.

The Army Investigation Report, the AF510A was introduced on the 1 July 2020, as a handrail for units providing an opportunity to collect and exploit information on an occurrence. The AF510A should not just be used for serious occurrences but for all levels of occurrence including near misses and where the Army has identified specific concerns. When done well, the Army learns, adapts and changes – preventing injuries to soldiers, equipment and environmental damage, creating a force better able to sustain our soldiers, equipment and operational capability. Additionally, a pro-active approach to investigating, demonstrated by the completion of AF510A, provides evidence that the Army and those units have a good safety culture, always seeking to improve through learning.

Since its introduction, AINC has requested that some 334 AF510A's be completed and (at time of writing) have received 198 back. Thank you to all those who have completed AF510As – they will prove to be useful in aiding the Army to learn. This is a new element of the learning culture, consequently there are some areas that require more consideration when completing the AF510A, they are:

- Recommendations:**
 There should be only one recommendation to each recommendation box in the report. If more recommendations are required to be made, add additional recommendation boxes by clicking on the 'show new recommendation' button and a new box will appear. Each recommendation should contain what is to be done, who is to carry out the action required and in what timeframe the action should be completed.
- Lesson(s) Identified:**
 This box often says 'NA' or 'Nil'... however, lessons should be identified – from planning an occurrence through to the occurrence happening and being dealt with. Lessons can be good practice, or things that worked well, that others may like to use. They can also be things that did not work as intended.
- Causal Factors:**
 This element of the report needs to be completed more comprehensively, as it is a major part for analysis. It is an important element in identifying the common reasons why occurrences happen;

these can be addressed to prevent similar occurrences.

The use of the AF510A marks a transitional step in the Army's journey to a more pro-active investigative footing as it seeks to identify and address the challenges that it faces in the safety, environmental protection and fire areas. This will be further built on and improved with the introduction of **DURALS** across the Army in the near future ([see next page](#)). As such, Army Safety Centre, through AINC, will be requesting more AF510As, but would encourage all units to seize the initiative utilising them to support their own activities.

Contributed by Martyn Cox, SO1 SL&I



DURALS

The Defence Unified Reporting and Lessons System (DURALS) is intended to address and modernise our approach to reporting by providing an effective, reliable and robust multifunctional platform that a multiplicity of reporting, investigation, exploitation and lessons requirements can utilise. This includes, but is not limited to safety, environmental protection, fire, discipline, personnel, equipment, etc.

The initial DURALS ‘seed corn funding’ of £0.5m was provided by the Army for the development of DURALS Minimal Viable Platform (MVP) ‘Defence Alert’, which started rolling-out in Mar 21 to the Army and UK StratCom. This is being followed by adoption by the RN and the RAF later in 2021.

Although an Army lead, DURALS has been developed collaboratively with key stakeholders – RN, Army, RAF, UK StratCom, DSA and Analytics Directorate, with associated interested parties – Head Office, DE&S, DNO, DFR et al. It has now received Defence funding of £11.8m over the next four years.

DURALS KEY FEATURES

Key features of DURALS are:

- A single system URS for Defence reporting, investigations, exploitation and lessons (where appropriate – ASIMS is not in scope).
- Centred on two key principles:
 - Report once, use many times
 - Not asking for information that the ‘organisation’ already knows.
- Adaption to utilise it for all reporting (this would have included C-19).

- The ability to report (trigger) from Personal Electronic Devices (PEDs) through Defence Gateway.
- Push notifications (upwards) to those who need to know and/or interested parties (noting that this facility will be focused on group mailboxes and not individual accounts).
- The ability to ‘push’ information to users (downwards) through text messaging to their PEDs.
- Interface with extant systems such as JPA, SLIM, JAMES, HRMS, etc. to clearly identify the individual and any other issues so that users will not have to tell the organisation what it already knows.
- The ability to have effective data mining to collate data effectively turning it into (useful) information (exploitation).
- An investigations capability (this is being supported by the development of a Defence Unit Investigators Course, led by DAIB).
- An observations/recommendations/lessons management area (organisational learning).
- A flexible platform readily adaptable to changing Defence needs.

DEFENCE ALERT

Defence Alert will consist of three components, all of which are intuitive and very easy to use, requiring minimal (if any) training:

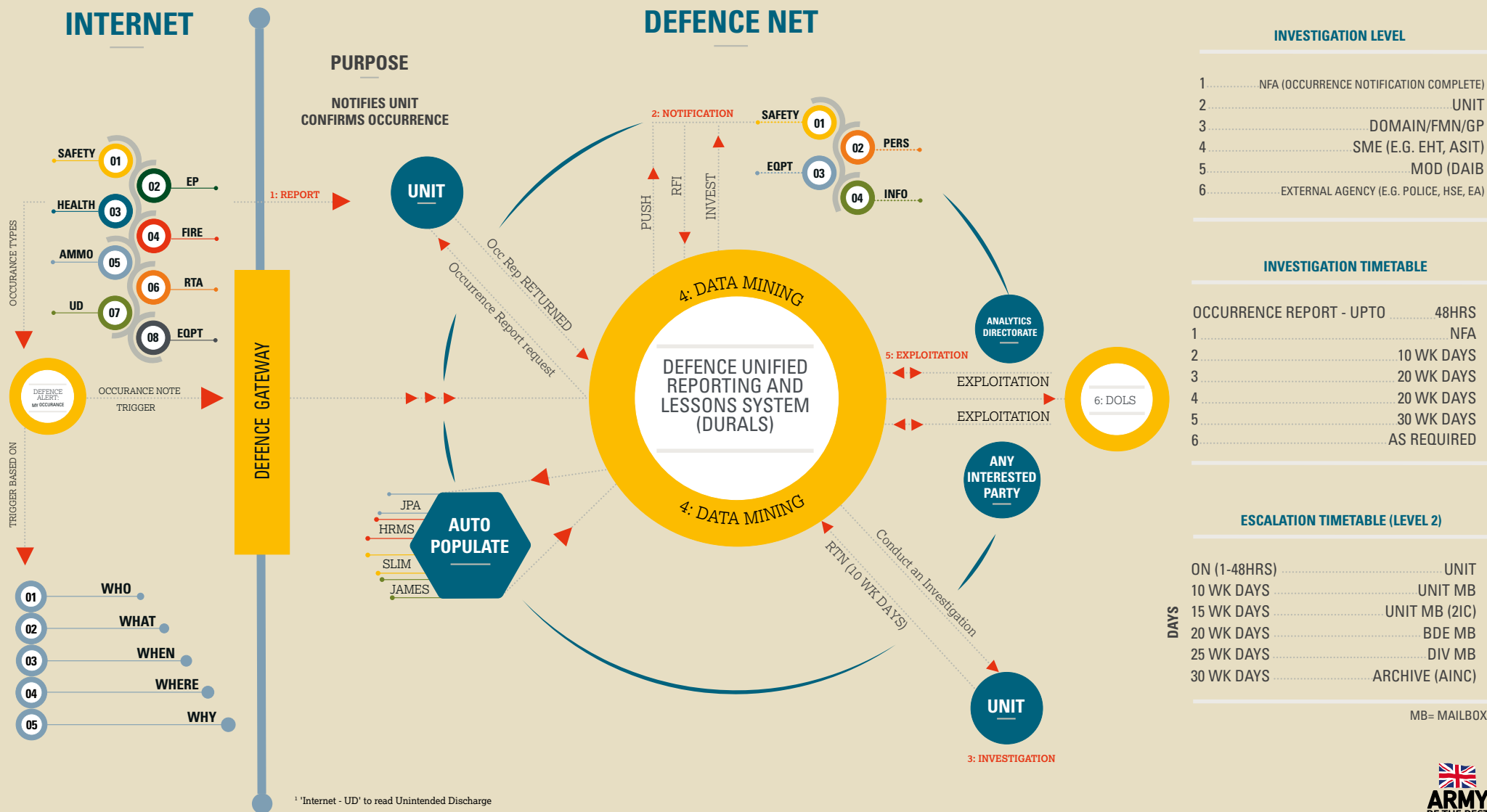
1. Defence Alert consists of a ‘5 liner’ – who, what, where, when and how; plus the ability to attach a photo.
2. Occurrence Notification based on data drop down menus (exclusive and exhaustive) supported by a limited amount of free text.
3. Investigation Report is a more balanced mix of data dropdowns and free text for investigation findings, observations and recommendations.

DURALS will be accessed through the Defence Gateway for the Alert (mobile device) – Internet; although, a Defence Gateway account will be required.

The Defence Alert Occurrence Notification and Investigation Report will be accessed through MODnet using screen-based access (think internet banking or shopping apps). The system will also allow the use of a variety of exportation applications for data-mining and visualisation, which will be used by those who have the necessary access (DURALS is a secure system with permissions based access). It will then feed directly into the Defence Organisational learning.

Contributed by Adam Neale, Command Environment and Safety Officer (Army)

DURALS – INFORMATION FLOW



INVESTIGATION LEVEL

1	NFA (OCCURRENCE NOTIFICATION COMPLETE)
2	UNIT
3	DOMAIN/FMN/GP
4	SME (E.G. EHT, ASIT)
5	MOD (DAIB)
6	EXTERNAL AGENCY (E.G. POLICE, HSE, EA)

INVESTIGATION TIMETABLE

OCCURRENCE REPORT - UPTO		48HRS
1	NFA	
2	UNIT	10 WK DAYS
3	DOMAIN/FMN/GP	20 WK DAYS
4	SME (E.G. EHT, ASIT)	20 WK DAYS
5	MOD (DAIB)	30 WK DAYS
6	EXTERNAL AGENCY (E.G. POLICE, HSE, EA)	AS REQUIRED

ESCALATION TIMETABLE (LEVEL 2)

ON (1-48HRS)	UNIT
10 WK DAYS	UNIT MB
15 WK DAYS	UNIT MB (2IC)
20 WK DAYS	BDE MB
25 WK DAYS	DIV MB
30 WK DAYS	ARCHIVE (AINC)

MB= MAILBOX



SPRINT TEAM SEEKS TO IMPROVE REPORTING

Having started the Army Advanced Development Programme (AADP) in Sep 20 and following initial skills training with McKinsey, three members of the programme's fourth cohort came together as a Sprint Team in support of ASCen's charter to optimise safety reporting.

Following an initial 'in-brief' with CS(A) and CESO(A), we entered the Understand and Scope phase; the first of four through which we would step over the course of the next five months.

Initial investigations emphasised that to have an enduring effect on safety reporting, including increasing the number of reported near-misses, we would need to broaden the scope of the charter to encompass other forms of reporting that we believed, but could not yet prove, were adversely impacting safety reporting. This premise and the associated basic question we set ourselves was...

“ How can we improve the pan-Army reporting system to support a 'report once, use many times' mechanism that is underpinned by policy and provides actionable management information that can be used to progressively nudge the Army's reporting and learning culture in order to improve user's experience and ability to learn”

Lt Col Andrew McDermott
MBE RA



Lt Col Phil Hobbs
REME



Lt Col David Haggart
R ANGLIAN



This was welcomed by CS(A) who endorsed our proposal, thereby releasing us to transition into the second 'diagnose' phase.

As the first (of four) sprints over the two-year duration of the AADP, we made initial faltering steps in our investigations but learnt quickly from our failures, subsequently alighting on five potential areas that were adversely affecting reporting:

- Policy.
- Culture.
- The lessons process.
- Cohesiveness of change strategy.
- Reporting mechanisms.

Through engagement with the Army Safety Centre (ASCen) we narrowed the scope to focus on the policy lens, believing that it was likely the root cause of many of the issues we had started to uncover. Whilst we had a shaping narrative as to the impact that policy was having, built on experience and early discussions with stakeholders, we had little to substantiate this view. Drawing upon our training, we identified eight areas of potential focus, highlighting actions and the evidential tools we would use as a means of gaining the information we needed to either prove, or disprove, our theory.

At the time of writing, towards the end of the diagnose phase, we have the makings of a compelling narrative. One that has been built on hours of policy review, stakeholder interviews and process mapping and which outlines a problem that has arisen as a result of inadvertent policy stovepiping.

Whilst it is too early to pinpoint the outputs and associated initiatives that might stem from our work, we have pre-emptively sought to consider the endstate with Brigadier Army Staff (our sprint's sponsor); understanding what could be implementable across the range of policy owners and principle stakeholders who span multiple directorates and 3* formations.

One of our aiming points is an ExCo paper that will outline our findings and convey proposed changes that, if implemented, will seek to catalyse the coherence of reporting policy (positively impacting safety reporting as a consequence) but also 'nudging' the four other lenses we identified. Additionally, and with the Defence Unified Reporting and Lessons System (formerly Unified Reporting System) a restless bedfellow on our sprint, we hope to inform and shape its future architecture – allowing it to live up to its promise of truly unifying Defence reporting.

Article contributed by Lieutenant Colonel
Andy McDermott – AADP.

GOODBYE FROM THE DEPUTY CHIEF SAFETY (ARMY)



Goodbye and good luck to all from Lt Col Kev Howard-Perry after a career from 1983 to 2021...

In the last 37.5 years I have witnessed some negative safety issues in various places at different times right across the rank range. Near misses, dangerous occurrences, minor and serious injuries and sadly death. So What?

I truly believe the Army is inherently a safe place in sometimes dangerous environments. We should recognise where we have got things right. My personal journey has actually been more safety focused than not.

At 17 yrs old in Basic Training I can vividly remember safety being robustly driven by my platoon staff when on the ranges, in camp with reference to fire precautions and on Adventurous Training. As a JNCO learning the art of being an instructor, safety was pushed hard in SAA, PT, AT, NBC and Field Craft. Environmental protection was taken very seriously in Germany during the 80s. As a Sgt and SSgt safety was at the forefront of Platoon business and in the CQMS stores.

As a Warrant Officer I enforced safety on a daily basis as a CSM, RQMS

and RSM. I also honed the skills of mentoring others from young officers, fellow WOs and SNCO to the most junior soldiers.

As an Officer safety was paramount for the provision of soldiers and families welfare, in Company business, delivering Survival, Evasion, Resistance, Evasion training and in the QM's stores.

On exercise and operations safety always had a strong focus in different forms and was enforced at various levels. On reflection, a lot of the safety was being practised around me many times without me actually taking time to stop to really think about it. This is a good thing as it proves to me we do have a sound Safety Culture because I've lived it. We mustn't forget that the personnel in the Army changes constantly so we must always focus on this subject and continue with the drive for continuous improvement.

The ASCen's core business of making soldiers' lives safer has been the perfect place for me to finish my Army career. I think we have developed very well as a team (and wider team – the Safety Matrix) and continue to strive for all things SHEF toward true excellence. The tempo for continuous improvement has gathered pace in the last two years and goes from strength to strength.

We fail if we let ourselves or others fall into one or more of the five deadly word categories:

1. **Overconfident.**
2. **Complacent.**
3. **Unsupervised.**
4. **Ill disciplined.**
5. **Untrained.**

Safety Risk Management, Leadership and strong Followship will win the day, so keep striving to teach, learn and mentor each other up, down and sideways through the rank structure.

There are some fantastic developments coming up including the Defence United Reporting and Lessons System (DURALS) which will revolutionise the reporting and lessons process for the Army and indeed Defence. This system will ultimately make the Army a safer place due to the ease of reporting and the end product of lessons that will save future lives. ACSO 1200 has really developed well and should be your first port of call for advice and guidance. Take time to talk to the Safety Matrix of Civil Servant Formation and RPOC FP and SHE staff, Army Force Protection Advisors and the ASCen staff – they are all there for your benefit.

I hand over to Lt Col Laura Ellis, REME. She will take on the next turn of the continuous improvement process for the ASCen and the Army with the remainder of the team.

Good luck to everyone for the future and remember: Safety Never Sleeps!

...AND A HELLO FROM THE NEW DEPUTY CHIEF SAFETY (ARMY) – LT COL LAURA ELLIS

I am thrilled to have been selected to take up the role of Deputy Chief Safety (Army) and am looking forward to returning to Army Headquarters. I have previously spent time at the Headquarters in a range of staff appointments, including periods in HoC CSS, D Sp and D Pers. My command experience has included a number of training related posts, such as OC BATUS Wksp and Chief Instructor REME Arms School. These have given me an understanding of the importance of Safety, in particular learning from safety lessons in order to protect the force.

I am looking forward to joining the team that has implemented the changes from CESO(A) to ASCen during the last 3 years. I am very grateful for Lt Col Kev Howard-Perry's hard work as DCS(A) including Chief of Staff that has been completed to get the Army Safety Centre to where it is now. I will embrace the challenges that face us in the future.



SAFETY RISK MANAGEMENT TRAINING UPDATE



Lt Col Richard Thorpe outlines the ASCen's response to Coroner's Ruling

A Coroner's Ruling served on the Army in late 2019 focused the Chain of Command's attention on addressing the shortcomings that the Coroner had identified.

One shortcoming involved the need for formal training in how to complete a Risk Assessment; as many of you will appreciate, this is not an unreasonable requirement as it is written in Statute that a 'suitable and sufficient' risk assessment is required for all activity.

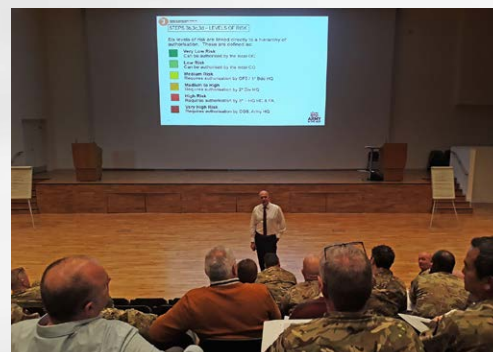
Whilst the Coroner's Ruling was only formally served in late 2019, the incident that had prompted it had already meant that the Army Safety Centre (ASCen) had put in train a plan to review Safety Risk Management (SRM) training delivered to everyone across the Army.

This review was to occur in the form of a formal Training Needs Analysis (TNA) and this was undertaken by a civilian contractor who set a small team to work on the task full time. This team included a number of ex-Army professionally qualified education specialists.

The contractor duly completed the task and the Army Safety Centre then had in its possession the evidence of what was required to deliver SRM training across the Army via the various career courses that Army personnel attend.

The report that accompanied the Contractor's TNA also recognised that including appropriate SRM training in all the Army's career courses was not a task that could be completed quickly and even with the correct material being taught on the courses, there was a strong likelihood that it could be a number of years before an individual attended their next career course and a possibility that some may never attend a career course containing the up-to-date SRM training. There was thus a proposal for bespoke SRM training that included Risk Assessment training. This was given the title of Surge SRM training and this needed to align with the needs of several levels of command.

Jan 2020 RA Surge Training



Upon receipt of the Coroner's ruling, as a 'quick win' the ASCen provided Risk Assessment Train the Trainer training to 120 personnel in Jan 20; the recipients of this were then able to commence the task of delivering Risk Assessment training across the Army. In tandem, the tortuous route of appropriately resourcing the need to develop Surge SRM training that was fully compliant with the Defence Systems Approach to Training (DSAT) commenced.

In late Jul 20 it was realised that whilst Risk Assessment training was being delivered, addressing the totality of the Coroner's direction to the Army was, due to resource constraints, not progressing as it needed to. In a nutshell, the development and rolling out of a bespoke Safety Risk Management training package for 2 distinct levels of command had barely begun. The task finally came my direction in Aug 20 with instruction to develop the necessary training with a team of Army Force Protection Advisors and a Learning Development Advisor. The deadline was set for DSAT compliant Surge SRM training to be delivered by 31 Oct 20.

Faced with such a challenge, I raided the 'top draw' of Army Force Protection Advisors (AFPAs) who I knew I could trust with the task and who were not already unduly involved in other ASCen initiatives. I also insisted in recruiting the assistance of a Reservist officer

who had been part of the original development of the TNA, but as a contractor. This individual was there to perform the role of the Learning Development Advisor and proved invaluable in steering the rest of the team who were safety professionals, such that DSAT-compliant Surge SRM and Risk Assessment training was produced.

Well, the deadline was met and now the Army has DSAT compliant Risk Assessment training that is coupled to Surge SRM training for Safety Practitioners (LCpl – SSgt and 2Lt – Lt) and additional Surge SRM training for Safety Leaders (WOs, Capts and Majs). This training is now being delivered by the 71 ASCen AFPAs and a few other safety professionals. Importantly, JPA competences are awarded upon successful completion of the training.

Finally, in his closing remarks to the Army Health, Safety and Environment Committee of Nov 20, CGS outlined that one of the priorities for the committee was to see that the Army successfully adopted SRM next year through education, training and discussion. So there it is, the Surge SRM and risk assessment training is there and the task though large, involves training the whole Army with progress being reported into the Army Health, Safety and Environment Committee. No pressure then!

FIRE SAFETY

Article contributed by Chantel Belt –
SO1 Fire & Environmental Protection

The Defence Fire Safety Regulator's Single Living Accommodation (SLA) review and the Army Inspectorate review of Army Fire Safety Management painted a fairly negative picture...

However, over the past couple of years, the Army has become unrecognisable from those reports and is continuously making great strides in progress.

One of the biggest changes the Army has seen is Capita Fire & Rescue (CFR) being established and taking over the training/college, fire risk assessments (FRA) and general fire services. Within this contract, TLBs were promised access to an FRA database called ASSURE. The final organisational structures are being programmed by the developer and the Army shall see the first wave of permissions within the coming weeks.

This is the first time the whole TLB will have an accurate, editable and easily accessible FRA database.

With contractual changes and refreshing fire safety management, it was vital that the Army refreshes ACSO 3216 Ch7. A new name but the same chapter number, ACSO 1200 Ch7 has incorporated all the recommendations made in numerous reports and work has been undertaken to improve it. The roles and responsibilities of key fire roles have been identified and revitalised to ensure there is clarity and consistency for all ranks.

Training

The Defence Fire and Rescue Project (DFRP) has seen the closure of the Defence Fire Training School (DFST) at Manston, being replaced by the Defence Fire Training Unit (DFTU) embedded within the National Fire College, Morton-in-Marsh. The ASCen, now having taken on responsibilities as the Army Professional Standards Authority has built effective relationships. The intent is now to create an Army FSM cadre centred on three courses:

1. Unit Fire Safety Manager's Course (UFSM): this is being updated and now attracts the JPA Competence: Safety at Work | FIRE SAFETY MANAGER | JOINT (replacing the AA | UNIT FIRE SAFETY MANAGER | JOINT) with a 6 Year Validity period. JPA is now auto updating all JPA records so any SP who has held this competence for more than 6 years (before Feb 15) will no longer be valid.
2. Defence Extinguisher Maintainer Course (DEMC): JPA Competence: Firefighting | Defence Extinguisher Maintainer (DEMC) | Joint |
3. Building Custodian (and FSM Trainer): The Army is legally responsible for ensuring that every building has an appointed Building Custodian. To support this the ASCen has developed an in-house course that is delivered locally through AFPAs attracting the JPA competency: Health and Safety at Work | BUILDING CUSTODIAN AND FSM TRAINER | JOINT with a 6 year validity.

The ASCen has taken on the responsibility of course loading for the Non-Specialist Fire Training courses with on-line applications available through the Army SharePoint site.



A socially-distanced 'Building Custodian Fire Safety Course' (pilot session)

Enquiries can be made to:

ASCen-Fire-Mailbox@mod.gov.uk.

There were two identified gaps in the level of fire training which was Heads of Establishments (HoE) and Junior Ranks. HoE are the Accountable Person in the eyes of the Regulatory Fire Reform Order 2005 and from feedback given they felt they did not know what this entailed. ACSO 1200 and ACSO 9016 clarifies this but ASCen is also engaging with providing HoE fire training.

So, about those reviews... where do we now stand?

The Defence Fire Safety Regulator SLA final review has declared that the recommendations against the Army are closed and they are impressed with progress. The Army Inspectorate's review is due for closure in Feb 21 with 22/25 recommendations already complete and the other three nearing completion. This is good news for the Army, however, we must not get complacent to undo the hard work. We still have work to do but our future is bright.

7TH INFANTRY BRIGADE DELIVERS EFFECTIVE TRAINING DESPITE RISKS

Following a number of high-profile incidents in recent years, the Chain of Command has become a lot more focussed on heat illness, and 7th Infantry Brigade have been no exception – appropriately perhaps, given their Desert Rat heritage.

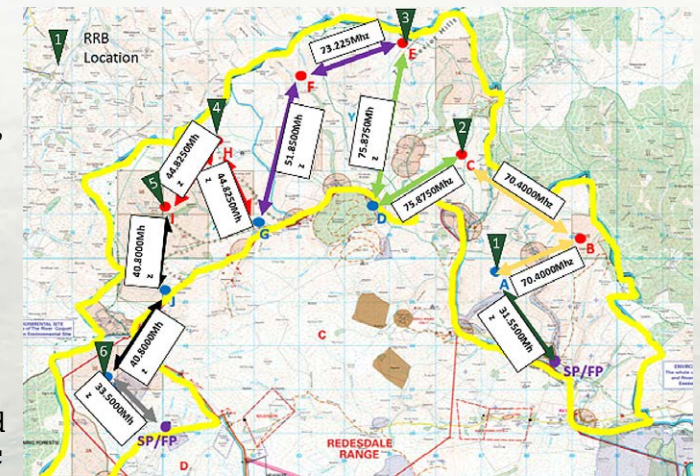


However, with a forecast of events including a wintry Ex WESSEX STORM 1/20 and Op CABRIT in the icy grip of the Polish winter, the Brigade wanted to ensure that all climatic injuries and illnesses were understood and fully appreciated. Each of these events were preceded by much direction, guidance, back briefs and assurance, as well as training and securing the required kit, resulting in constant engagement by the units. The result was a WESSEX STORM where a combination of prevention and early intervention ensured a safe exercise. Although there were service personnel who started to suffer from both heat and cold injury, their quick identification, extraction and treatment meant that most were able to return to the exercise and there were no long-lasting issues.

This spirit of constant engagement has persisted and was displayed when the QDG conducted Ex EVASION EAGLE in Otterburn, designed to use training and testing of survival techniques as a vehicle for increasing mental and physical resilience prior to operating at reach on Op NEWCOMBE. During the ‘pre-mortem’ discussions, C2, medical timelines and communications were identified as the areas of greatest risk, mainly due to the challenging terrain. Having been fully briefed on the challenges, the CO directed that he wanted to:

- **See all callsigns** – in all locations and in all weather. This was achieved by the use of a blue force tracker ‘eXtrac’ (also used for UKSF selection, Ex LONG REACH and the Ten Tors).
- **Hear all callsigns** – this was enabled by a Bowman network of six RRBs alongside a relayed DMR network and eXtrac messaging as secondary comms.
- **Touch all callsigns** – i.e. physical contact to administer medical care and resupply. This was achieved by sniper troop mounted on quadbikes working on pre-reconnoitred routes working with the medical section in BFAs.

These safety measures satisfied the CO that risk were ALARP and he gave approval for the exercise to go ahead. Their robustness was tested several times – most dramatically with the identification and extraction of a casualty which was cued by eXtrac and controlled by the well-informed and rehearsed EXCON.



The watchkeeper noted that a patrol had not moved for a period of time and then was unable to raise them by radio, which initially resulted in the deployment by quadbike of the QRF to investigate. It transpired that the patrol had a casualty who was displaying symptoms of hypothermia. Although the evacuation route was 9km long, thanks to quick decision-making based on thorough planning and rehearsals, the casualty was extracted by Talon stretcher then quadbike with PHEC delivered throughout, to an escorted blue light responder at the AXP.

Although the casualty was initially listed as very seriously injured when examined by the CMT on the hill, he was subsequently re-listed as seriously

injured upon reaching the ambulance and later discharged from hospital less than twelve hours from the time the patrol was identified by the watchkeeper. Swift identification and the ability to treat right from the start, coupled with some excellent low-level leadership among the sniper troop, medics and the patrol, prevented a potentially serious situation from doing actual damage.

Asked by 1st (UK) Division to put together a Learning Account, the QDG identified four key points:

1. Innovation and situation awareness.

The use of the GPS tracker system reduced the overall risk and improved decision-making, but it is not standard. QDG made a direct approach to the company as a result of a planning officer's previous experience with them on UKSF selection.



UK Ministry of Defence 2020

2. Robust communications.

Proper PACE redundancy in the communication plan provided good SA and C2 throughout and all four systems of Bowman, DMR VHF, landline and SatCom were used at some point. Remote training areas would benefit from better comms infrastructure.

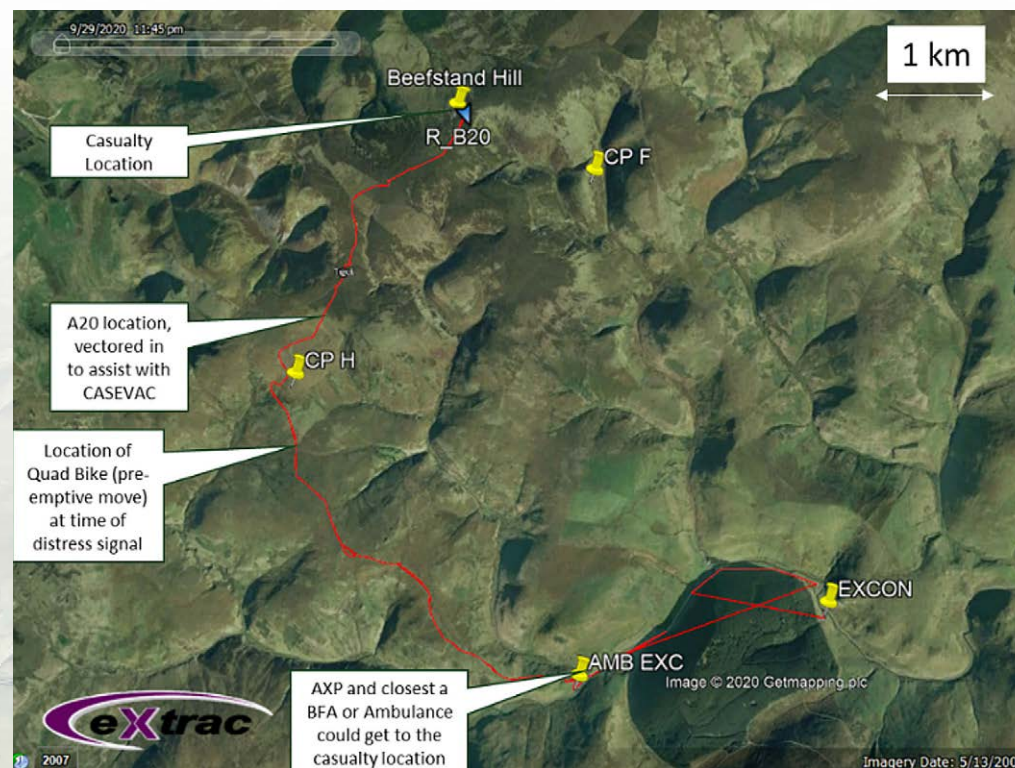
3. Use of quad bikes and risk tolerance.

Carriage of casualties in quad bike trailers is only allowed in extremis. The CO was happy that they could still provide the required support in less serious situations and held the authority to use the trailer at EXCON. This was only used in the example above, successfully. This is an example of the DDH using the powers provided.

4. Medical planning, rehearsals and empowerment.

A well planned and rehearsed medical plan that was understood from top to bottom created an environment of trust and empowered junior commanders on the spot to make timely decisions.

This was by no means the only casualty, but from over a hundred participants, only one injury was longer-lasting than a week: a fractured ankle that is now mended.



The overall lesson was that an early assessment of the risk and a complete understanding of the mitigation options led to not only a safer, but a better exercise. QDG were lucky to be able to draw upon three valuable assets: their comms troop, their sniper troop and the eXtrac system. The rebros, QRF and GPS tracking (and back-up comms) meant that they were able to plan a more challenging route and use fewer exercise staff – meaning more could take part as exercising troops while still dealing adequately with incidents, as borne-out by events.

By using the risk assessment properly integrated in planning, they could safely provide training that pushed their people to their limit or even to failure.

Article contributed by Maj Gary England – Deputy Chief of Staff, HQ 7th Infantry Brigade & HQ East

EXERCISING CLIMATE CONTROL

Article contributed by 5th Battalion The Rifles: Maj Gary Stone (Battalion Second in Command) and Maj Anthony White (Quartermaster).

5 Rifles enhanced Forward Presence (eFP) BG has used the Safety Risk Management (SRM) process to underwrite the safety of its people, while operating and training in the Baltic conditions of Op CABRIT.

The 5 RIFLES BG are no stranger to the Baltic winter having completed the inaugural tour of Op CABRIT in 2017. Whilst the climatic conditions that the BG has faced have not changed since its first tour, policy has moved on with the introduction of the new JSP 375 Ch 42 – Cold Weather Prevention in late 2020 and the new Army's SRM model and DH21 construct. The guiding principle is that Riflemen are able to fight and not simply to survive in order

to fulfil the NATO mission to provide credible deterrence to adversaries and reassurance to our allies.

To achieve the level of operational readiness required on Op CABRIT and to exploit the excellent training opportunities despite challenging weather requires a mindset which seeks to manage, rather than avoid, risks. This starts in the Force Preparation phase which sets the tone for the tour.



During lockdown in April 2020 our Army Force Protection Advisor, WO1 Andre Pepper, trained 70 Riflemen in the principles of Safety Risk Management, taking us through the detail of constructing a risk assessment, the relevant safety planning factors and some top tips for the practical application of controls identified. This training was cemented by the production of risk assessments (usefully based on the scenario of working alongside a partner nation – a common theme on Op CABRIT).

As a result of lessons identified on previous tours Op CABRIT 7 has seen the continued roll-out of the Cold Weather Operators' Course (CWOC) – a modular course run by the Army's Cold Weather SME (a Royal Marine Mountain Leader seconded to the Land Warfare Centre). The course is run in two parts:

- Part 1 – is the theory element which was delivered near the start of the tour before the harshest weather set in.
- Part 2 – is a 3-day, field-based module where soldiers learn the skills required to live and operate in the snow and ice.

With temperatures reaching -19°C on the first CWOC Part 2 there was little imagination required in understanding just how severe the weather can be in Estonia. The course is a key mitigation for all of the activities undertaken by the BG. It has been a popular and worthwhile training serial and has helped to dispel some of the myths surrounding operating in this environment.



Kit and equipment has sometimes been seen as a matter of preference but the consequences of not using all of the extreme cold weather clothing have been conveyed and the BG dress policy has been implemented in accordance with the guidance in JSP 375. At the end of November (when the weather forecast indicated the temperature would drop below 5°C) the RSM directed that ECW hats (the 'Deputy Dog' hat) and gloves should be worn by all members of the BG, whenever outside. The policy is implemented uniformly, there are no exceptions and it applies equally in civilian clothing. It has been a useful exercise in instilling the battle discipline required for field training.

The early resistance to wearing hats rather than berets has been steamrollered making the transition into the field much easier.

Other items which might not routinely be used (particularly by an Armoured Infantry BG where vehicle capacity limits the amount of personal kit) have also become indispensable. The issue roll mat, GoreTex trousers and head-overs, which might be scorned at in some environments are all essential with a thick layer of snow on the ground and a biting wind. Other items which have proved both essential and popular with the BG include Yeti gaiters, tent boots and the Hilleberg tents themselves. Kit checks are an important control measure and are a feature of all risk assessments which carry a cold injury risk. Whilst this may seem self evident, some learning accounts cite the lack of key clothing/equipment as a cause or aggravating factor in cold injuries – reinforcing that which we all know about the importance of pre-deployment checks. The only current gap in the ECW clothing is the ‘5-finger blizzard glove’.



This deficiency was highlighted as the BG assembled the clothing packs and has been addressed through the submission of a business case for a replacement (trialled by the QRH BG on CABRIT 5).

The prevention of cold weather injuries has become an integral part of every risk assessment (in the same way that FHP measures for COVID-19 have) and commanders in the BG have lent on the experience of the CWOC Instructors in constructing their own 5010s. This is evolved with every iteration and sharing best practice gives commanders who are not experienced in this climate the cue to add mitigation measures into their RASPs/EASPs, staff/exercising troops’ safety briefs and supervisory procedures.

The Cold Weather SOIs produced by CSgt Keenan at LWC are a useful supplement to the Individual and Commanders Guides to operating in Cold Weather, giving down-in-the-weeds practical advice to the junior commanders at the tactical level.

Whilst we work hard to improve the quality of risk assessments, they will not cover every eventuality and regular ‘azimuth’ checks are needed – which can trigger dynamic risk assessment if required. Conditions can change quickly, and level of mitigation measures required in -5°C conditions are not the same as those needed at -20°C . Activity owners are empowered to adjust plans as required to keep the risks associated with the activity ALARP and ensure it does not slip beyond the risk owner’s appetite.

The investment in training commanders down to the lowest level to understand and manage risk has been worthwhile. With the knowledge of how to effectively manage risk (‘prophylactically’ and dynamically) commanders are more likely to persevere with training, dialling up the control measures rather than either stopping training, or worse, continuing with an activity where the risk is not ALARP. The skills and experience gained on the tour have also allowed the BG to continue to operate in near-Artic conditions whilst protecting our people. Some key points:

- **Robust medical plan** – This is only as strong as the risk assessment control measures for actions on a cold weather injury meaning the effectiveness of first aid given, and confidence of when to evacuate a Rifleman, and the team working together to understand the SOPs. Quick response can reduce the impact of the injury, and prevention rather than cure as said is how we aim to deal with the cold environment we work in.

- **Learning organisation** – Whatever we do as Riflemen we understand that mistakes are made. Negligence and mistakes are very different and we need to learn and admit when we could of done better as a group or done better for our Riflemen as commanders – so after a training event if we need to identify improvement in our Training Tactics and Procedures (TTP) or Standard Operating Procedures (SOP), then that change is cross briefed out.

In summary the combination of understanding our military risk by sound SRM with the understanding of Chapter 42 and not being rigidly stuck to an idea of how we operate in a cold environment is how we flexibly treat risk, our empowerment of our Riflemen by at times demanding cold weather training (special thanks to the Royal Marines) and innovative thinking in how we deal with the challenge of fighting from the Warrior platform – leads to successful mission amidst the challenge of staying fit to fight in the Estonian winter.



A LEADING EXAMPLE FOR POST-ARMY CAREERS

A view from the IOSH President



Having become the 54th President of the Institution of Occupational Safety and Health (IOSH), former Warrant Officer Jimmy Quinn has a clear aim.

“The transition from the Army to civilian life is always a challenging one,” says Jimmy, “I was fortunate to receive fantastic support from my professional body and peers having moved into occupational safety and health. Now, I want to ensure others receive that support.”

Jimmy left the British Army in 2011 following a 24-year career. In the few years leading up to him leaving, he began to see how occupational safety and health – or OSH, as it’s known within the profession – was a credible second career, an option which many before him had taken.

Using his Army appointments, he trained as a Health and Safety Advisor and Trainer from 2006, something which smoothed his transition into a new career. But it was the support he received which really helped him navigate through those early days in OSH.

“When you’re in the military, you’re regularly faced with risks to your safety, health and wellbeing... OSH is crucial to managing those risks. It is all about enabling operations to take place with measures in place designed to prevent people from coming to harm...”



I was delighted to be able to train as a Health and Safety Advisor and, knowing my service was coming to an end, was able to see a clear path to a second career.

When I did transition, the support from IOSH and from others, including those who had followed a similar path, was vital. That support, along with the transferrable skills I had, enabled me to develop and has helped me reach the position I am in today.”

Those transferrable skills include areas around process and discipline, a desire to fix problems, being able to assimilate information and – crucially – people skills.

Jimmy now hopes many more of those approaching the end of their Armed Forces service will view OSH as a viable option and is keen to ensure they receive the support he benefited from.

IOSH is the global chartered body representing OSH professionals and a world-leading developer of training courses in safety and health. Those who sign up for membership receive many benefits, including opportunities for networking, access to a mentoring programme and access to a careers’ hub.

That support saw Jimmy move up the ladder in the OSH field. He worked for Babcock International Plc as an HSE Trainer, then Advisor, before becoming Health and Safety Manager for a large Middle East transport group. He then became Area OHS (Occupational Health and Safety) Manager for construction giant Multiplex in the UAE before moving back to the UK, where he now leads on OSH on Multiplex’s Broadway project in London.

He is a Chartered Fellow of IOSH and has served on the committee of its Construction sector group. He spent three years as a Vice-President, representing IOSH on a number of levels, before being voted in as President-Elect and now President – a role he took up at the October 2020 AGM.

“It is an absolute honour and career highlight to become President of IOSH and what is an important time for the profession, as businesses around the world turn to our members as they seek to recover from the Covid-19 pandemic.”

To ensure the OSH profession continues to respond to this need from businesses, Jimmy says it is crucial they continue to attract top talent, including those leaving the Armed Forces. Find out more at www.iosh.com.

OUR EVOLVING SAFETY CULTURE – VIEWPOINT ONE

AFPA, Capt Jim O'Connor RLC, provides his thoughts on Army Safety Culture



- Improve the health and safety management systems to reduce injuries and ill health.
- Demonstrate the importance of health and safety issues and promote a positive safety culture.
- Report publicly on health and safety issues within the organisation, including compliance with the Health and Safety at Work Act 1974 and to provide a Duty of Care to our people.

The HSE states that culture is best understood as “the way we do things around here”. Culture forms the context within which people judge appropriateness of their behaviour. An organisation’s culture will influence human behaviour and human performance at work. Poor safety culture has contributed to many major incidents and personal injuries in the past. There is no place for courting popularity by mocking good safety behaviour when we consider the cost to the army and the individual when it goes wrong. “To permit poor behaviour is to promote it”, so strong leadership is required in developing a mindfulness of safety and insistence on good behaviour.

To quote CGS: *“The army faces an arguably unique challenge. It wishes to comply with the law, demonstrate a Duty of Care to its people, minimise avoidable losses and promote a strong safety culture. At the same time, it must retain its ethos of boldness and spirit of initiative and calculated risk taking that can often be decisive on operations.”*

The key to resolving the dilemma is sound judgement: understanding when it is desirable to take additional risks in order to achieve a successful outcome as the gains outweigh the potential cost, and when it is prudent to take a more measured approach to safety risk as the gains are not worth the potential cost.

The effective management of health and safety is vital to our workforce’s wellbeing and morale, it has a role to play in enhancing our reputation of being a first-rate employer and helps us to produce highly motivated, high performance teams within our organisation. The safety of personnel and the protection of the environment are intrinsically linked to the Army’s Values and Standards.

We all have our part to play, a sound and just safety culture starts from the top tier of the organisation and filters through to the very bottom. As I write this as an Army Force Protection Advisor (AFPA), after serving over 32 years in uniform in both regular and reserve service, I think the safety systems and just culture in place today within the Army, has never been so good and is moving firmly forward day-by-day.

UK Ministry of Defence 2017



Occupational health and safety is relevant to all branches of industry including the armed forces. There are many obstacles to the achievement of good standards. The pressure of production or performance targets, financial constraints and the complexity of the organisation are typical examples of such obstacles. However, there are some powerful incentives for industry and the armed forces to strive for high health and safety standards. These incentives can be moral, legal and financial.

Corporate responsibility, a term used extensively in the 21st century world of work, covers a wide range of issues. It includes the effects that an organisation’s business has on the environment. Health and safety in the military workplace is an important corporate responsibility issue. The UK Health and Safety Executive’s (HSE) mission is to ensure that the risks to the health and safety of workers are properly controlled. In terms of corporate responsibility, the military also has a duty to continue to:

OUR EVOLVING SAFETY CULTURE – VIEWPOINT TWO



Capt Martyn Flitcroft, REME, is the AFPA at Robertson Barracks and reflects on the last 10 years

When asked to write an article I thought about what has been done before and what is happening out in the AFPA world now. So, I thought I would write partly from my point of view and also our journey, as we have lots of new people involved in the SHE world now who may not know our background and progression.

As some of you will know, the posts were first created back in 2008. All the work for this was done by Ian Groom who some of you will remember. At that time, we came under the name SHEAs (Safety, Health, Environment Advisors). Initially there were 76 posts and there was a slow uptake. The recruitment process was also different to that which we have now. Back then after the paper 'sift' we then had to attend a formal interview. This interview focused more on our experience and knowledge in this role than qualifications, i.e. the question might be: 'give me an example of how you dealt with this issue and that issue'. For me this was carried out by Ian Groom and the then SO1 SHE 5 Div. A

few days later, getting an offer of a post (well, a choice of 4 locations actually). It seemed that I was number 4 recruited so I have been around since the beginning (I often wonder if the 1-3 are still in post or if I am the longest serving one of us from Oct 2008).

At that stage we were given a loose job description and had to attend the Diploma course and do the main 5 courses at RAF Halton or level 3 IEMA. Personally, I considered that I had enough H&S knowledge through running workshops and also teaching H&S units within a Further Education College for 17 years covering entry level up to HND. So, I concentrated on the environment part first.

My first task was to look at what I had to put in place at my post at Chetwynd Bks Chilwel in Nottingham. Well, as the first person in post, I had nothing to work with, so it was a bit 'suck it and see'. I'll admit I did have thoughts such as 'is this job really for me', especially when still sitting in my office at 8 o'clock at night. But bit-by-bit I slowly started to put things in place and start on the hard part – trying get people buy-in to our side of things. Back then I would say that the walls were very thick to break down.

Working with then SO2 at Bde we looked at the Bde footprint to access where the other SHEAs would be and what their AORs would be. So, for me

as well as Chetwynd bks I would look after any other regular, reserve and cadet units within Nottinghamshire, Leicestershire and Derbyshire. In 2010 I moved to Robertson Bks, where my AOR changed to Norfolk and Suffolk and I am still here. It has taken time, as again, I started from nothing, but I think that the regular, reserve and cadet units I look after are in a good place. I'll not say it has been an easy time for both sides but for me personally, having different types (regular to cadets) makes the job more interesting, as it brings its own problems and issues which helps my mental wellbeing (I enjoy a challenge).

At that stage we sat on the ORBAT of the host unit, which meant that they had some control over us and we were also directed from Bde (more than one master). Although in some ways this worked, I think the move of us coming under CESO(A) improved things – personally, I did not suffer from it but do know of some SHEA's who were, shall we say, 'misused' by the QM's department.

Round about the same time as our move on paper to CESO(A) our post names changed to USEA (Unit Safety Environment Advisors). Then we moved to where we are now as AFPAs (Army Force Protection Advisors).

This also changed the way that we were managed with Lt Col Kev taking us motley crew under his wing. I think

this was a step forward as we did not really have a CoC when Ian Groom was in place. It was not an issue to phone him up, etc. but I think it missed that military governorship, as I feel that I now 'belong' somewhere.

Also, with the change of ownership came the first time in the 10 years that we ALL got together – something some of us had been asking for. It was nice to put faces to names (even if some like mine have been well lived in)... I had only met one other CESO(A) until then.

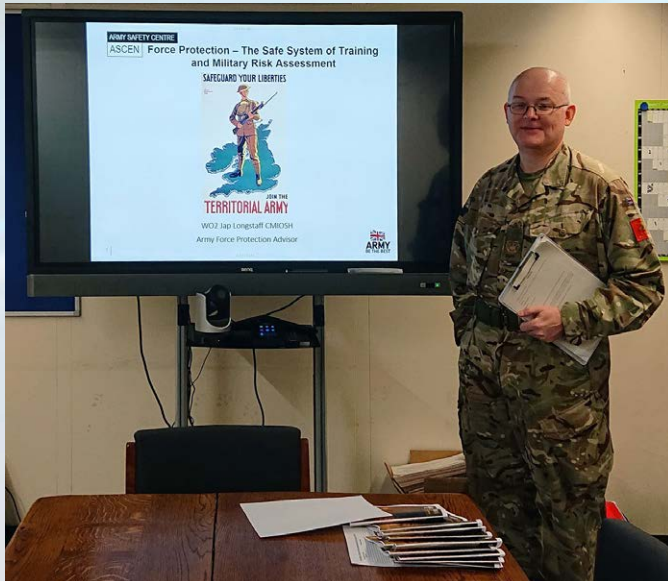
I think that we are on the right lines moving forward, but like it was at the beginning for me, knowing where to go for guidance, it takes time, but think the foundations are laid and ready for the rest of the building to be erected.

What of the next 10 years? I think that we're on the right road. Not sure I will see all 10, as I'm 60 later this year – but I'm looking to stay a bit longer so you'll have to put up with me for a while yet!

What I would like to say to finish off is that we have a good team, and work off each other. There is a raft of knowledge out there so don't be afraid to ask – I know what it was like with nowhere to go for information at the beginning. Not all of us have a regular background, so if you have to deal with reserves or cadets, for example, and are not sure how they fit in – ask the question... one of us will know the answer. For me, for example, being a reservist for 42 years, I must have learnt something about how they work.

We are a "TEAM".

OUR EVOLVING SAFETY CULTURE – VIEWPOINT THREE



The EH role was centred around preventative medicine for historical problems such as disease prevention and occupational health, but my first real memory of SHEF matters came with the loss of Crown Immunity in 1987 and the introduction of the COSHH regs in 1988, which were both greeted with horror by my superiors.

I retrained in the civilian world 2005–2009 after the loss of my job outside. I was motivated by the complete lack of leadership by the managers in my civilian workplace which made me determined to educate everyone I came into contact with. The prevailing attitude seemed to be “people get hurt at work – so what, get on with it!” I knew it didn’t have to be that way so I studied for the Level 6 NEBOSH Diploma which I gained in 2009, I became CMIOSH in Sept 2013.

OPINION OF THE PRESENT

It is my firm conviction that SHEF/Force Protection is absolutely character-led. I have engaged with numerous SHEF stakeholders in my units over the past 11 years – attitudes have ranged from absolute commitment to the subject, while others seem to believe that it is not really up to them and that the USEA/AFPA is there to do that work whilst they spend more time on the golf course! Higher standards were always present in units with those committed individuals leading on the subject. This is borne-out by the external audit results which were effective in identifying them.

As soon as I started in the role, it was very quickly apparent to me that training activity was one of the higher risk areas. I realised that the single most effective way of mitigating this risk was to make sure that all training enablers in my units were familiar with the Risk Assessment process.

To this end, I put together my own training package which I made sure all G7 Stakeholders undertook, so it is fantastic to see that others have come to the same conclusion and have formalised this requirement into an extremely effective pan-Army package which has now started to enter mainstream consciousness. Also, heartening that heat injury has finally been allocated the importance it deserves with its own audit, documentation and its own specific chapter in JSP 375.

EXPECTATIONS FOR THE FUTURE

Now that the effectiveness of the risk assessment process has become embedded into the culture of units at the tactical level, it is heartening to see the transformation in attitude (mostly) towards the subject of SHEF, in that it is not now viewed as an unnecessary nugatory administrative burden, but one that can make a real difference to the effectiveness of the unit. The use of the phrase “Force Protection” has had an extremely positive effect – soldiers understand this phraseology but “Health & Safety” sends them to sleep!

At the strategic level within units, the CO has always been aware of his DoC and SHEF responsibilities to those under their command but this has not necessarily always been reflected in their subordinates at the operational level in their units. With the introduction of the Surge Safety Risk Management package hopefully this will have a similarly transformative effect at this level. Proactive and supportive leadership from the Army Safety Centre in recent years has gone a long way to improve attitudes – long may it continue!

WO2 Richard ‘Jap’ Longstaff has been in a USEA/AFPA role since May 2009 and is now in his 39th year of service as either a Regular, TA or FTRS soldier.

As AFPA for 207 and 208 Field Hospitals and the North West Officer Training Regiment, Jap provides his thoughts on Army Safety...

REFLECTIONS ON THE PAST

As a young soldier, I was trained to carry out numerous roles as a Medical Assistant, Environmental Health Tech and as a Medical Supply Tech, where I think it is fair to say that H&S was not at the forefront of my leaders’ thinking, nor indeed, mine.

OVERCOMING MANUAL HANDLING CONCERNS AT GRANTHAM STATION

Grantham Station's vehicle servicing bay is like any other similar facility in the MOD, whereby it uses various hazardous substances and needs to store these substances in a safe method.

The servicing bay on average uses approximately 25 litres per week of AL39 vehicle antifreeze and stores the waste antifreeze in a 1,000 litre Intermediate Bulk Container (IBC). This is the most convenient and easy way of storing this substance.



Due to the environmental impacts of a potential spillage the unit purchased from Darcy Plc an IBC Containment unit to capture any spillages. However, this raised in height the unit by 60 cms and staff were then forced to climb onto the lip of the containment unit with a large bucket or container to empty the contents into the top. This caused several health and safety issues which were:

1. Twisting of the torso and muscle strain on the lower back and shoulders from lifting the container to the top of the IBC. Staff also had to overreach to perform this task, resulting in the possibility of slipping on the containment unit.
2. Possibility of falling from the lip of the container and spilling the hazardous substance on themselves and the floor.
3. The use of a stepladder or kick step was needed, adding additional controls to the task and increasing the possibility of an accident occurring.
4. Higher possibility of splashes caused by the awkward position required to perform the task.

A balance had to be made between making the task safer and not introducing too many controls at the same time. There was also the age consideration of the staff, as several were over 50 and so the physical capabilities of the task had to be factored in.

After several visits and discussions with the Inspection Team it was decided that a hand pump would be the best way forward. A corrosion resistant Rotary pump (catalogue number PMPL107) was purchased for £30 from Darcy Plc.

Article contributed by
WO2 Gary Shuck,
Army Force Protection
Advisor – Grantham
Station Support Unit



With some clever engineering from the servicing bay a stand and pipe mechanism was attached to the pump. This is the result of the work carried out by the team:

- The user stands on the base plate which is part of the pump stand.
- This reduces the movement of the stand caused by the pump when in use.
- The pump can deliver up to 25 litres per minute so it reduces the time spent on the task.
- There are no manual handling areas of concern as the pump is providing the pressure to move the substance.
- There is no need to use any other equipment as the procedure is carried out at ground level.
- The feedback from the workforce has been very positive and they are now not complaining of muscular aches and pains from this task.

In summary, this problem was overcome by all staff communicating and working together towards the goal of improving the workplace. I feel it is a good example of teamwork and the use of a common sense approach to an issue that could have caused unnecessary injuries to the workforce.

PRODUCING AN EFFECTIVE UNIT SPILLAGE RESPONSE PLAN

Article contributed by Capt Ian Webster, RLC – AFPA Albermarle Barracks.

Located in rural Northumberland around 11 km northwest of Newcastle, Albermarle Barracks is home to 3rd Regiment Royal Horse Artillery (3 RHA).

The 210-hectare site was requisitioned in 1939 and developed as RAF Ouston from agricultural land. It is located on a watershed with drainage to the east feeding the Med Burn – a tributary of the River Pont (one of the finest trout fishing rivers in the UK). The on-site sewage works discharges treated sewage into the Med Burn and is regularly inspected by the Environment Agency. Drainage to the west enters a watercourse that feeds the Whittle Dean Reservoirs.



Confluence of Med Burn and River Pont (Albermarle Barracks is behind the trees).



Albermarle Barracks sewage outfall into the Med Burn.

It can clearly be seen that any unintended release of petroleum, oil / lubricants or hazardous liquid waste into local surface waters would be catastrophic.

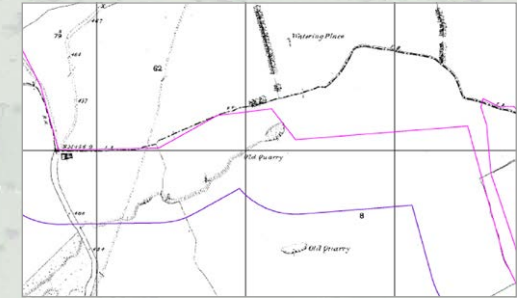
The production of an effective Unit Spillage Response Plan (USRP) is therefore vital. This article discusses those documents that were useful in producing the USRP.

KNOW THE GROUND

The ground on which Albermarle Barracks sits has undergone much development over the last 80 years alone. When developing a USRP it is important that all drains, outflows and other possible pollution pathways are identified and tracked from pre-site development through to the present day.

THE LAND QUALITY ASSESSMENT

The key document that assisted in this area was the LQA (most sites have one). The Albermarle Barracks LQA contained important information on ground geology. It transpired that Albermarle Barracks sits atop huge glacial clay deposits. This indicated that the vertical migration of contaminants would be very slow, thus switching focus onto surface waters. The survey also contained maps and aerial photographs showing the development of the site from 1859 through to the present day. These indicated that some surface streams from pre-1939 were now underground, however, were still issuing into local surface waters.



(Top) The married quarters area circa 1859 – note stream with foot bridge; and then the same area in around 1994 (below).

THE SITE SERVICES PLAN

Another useful source of information was the Amey Site Services Plan. This is an electronic document that shows the underground services within Albermarle Barracks including sewage and storm water systems. By overlaying the plan with historical maps, it was possible to identify those waterways that had been diverted and were not protected by Oily Water Interceptors (OWIs).

OTHER INFORMATION SOURCES

Another excellent source of information was the Internet and specifically the 'Wild Trout Trust' (WTT). The WTT regularly walks local waterways and produces reports for its members and the Environment Agency. One report detailed a walk from the source of the

Med Burn, located just outside Albermarle Barracks, to its confluence with the River Pont. The report contained very valuable information regarding where fish are first encountered in the burn. No fish were encountered until well downstream of Albermarle Barracks, which aided in the selection of a possible coffer dam site.

SUMMARY

When producing a USRP it is important that other sources of information are exploited, other than publications such as JSP 317. A good USRP coupled with relevant training and preparation could significantly reduce the impact of a major spill.

INVESTIGATING OME OCCURRENCES

11 Explosive Ordnance Disposal & Search Regiment RLC is probably best known for bomb disposal, and will regularly be seen speeding around the country in large white vans with blue lights flashing. However, there are other functions of the unit – among them the investigation of occurrences involving Ordnance, Munitions, and Explosives (OME).

WHAT TYPES OF OCCURRENCE ARE THERE?

Occurrences involving OME vary wildly, from the catastrophic (fortunately, rare) to what can appear almost mundane. However, they should all be reported, as the information gained contributes towards a safer training environment, and safer and better performing ammunition.

OME occurrences can typically be classified as an Accident, a Near Miss, a Performance Failure, a Defect, or an Unintended Discharge (previously known as a Negligent Discharge, or 'ND'). All of these are reportable, but in different ways, and with different responses required in terms of investigation.

- The most serious incidents are **Accidents**, as in this instance, death, injury or damage to property has occurred as a result of the incident.
- A **Near Miss** is also serious, in that only a stroke of luck has prevented the incident being an accident. It is not a case of 'no harm, no foul' – they must still be reported and investigated, as next time the incident could be a lot worse.



- A **Performance Failure** occurs where an item of ammunition does not perform in the way it is designed and expected to – for example, a rocket fired at a target 500m away travels only 50 or 60m before crashing into the ground, but does not cause death, injury or damage (other than to the munition). Some performance failures (blinds and misfires) can be reported by the unit, without an Ammunition Technician attending.
- A **Defect** is a less serious occurrence, such as incorrect markings on an ammunition box or the degradation of packing material used to pack the container.
- **Unintended Discharges** are reportable occurrences, but can be dealt with at unit level, without an Ammunition Technical investigation – but should death, injury or damage occur, it would then qualify as an Accident.



HOW DO I REPORT AN OME OCCURRENCE?

In the UK and Germany all Accidents, Near Misses, Performance Failures, and Defects should be reported to: Joint Service Explosive Ordnance Disposal Operations Centre (JSEODOC)

Mil: 94 234, Ext: 3360, 3361 or 3362

Civ: 01235 51 Ext: 3360, 3361 or 3362

A basic outline of the occurrence, the unit(s) involved, the nature of ammunition involved, etc. will be required, and can help the JSEODOC respond appropriately. They can also advise whether firing

Article contributed by WO1 (SSM) Gary Nicholls, AFPA, 11 EOD&S Regiment RLC

should continue or be halted, and other measures to ensure SP remain safe until the Investigating Ammunition Technician arrives. On exercises abroad, an Ammunition Technician may be attached to the exercising unit to provide support and conduct investigations if required.

WHAT HAPPENS NEXT?

When you report the occurrence to the JSEODOC, it will be triaged and prioritised. Any accident or near miss will result in an Ammunition Technician attending immediately. Other responses will occur for the other incident types, depending on the situation. The Ammunition Technician will take photographs, record the details of the ammunition and any weapons involved, inspect the remaining ammunition, and take witness statements if necessary.

WILL I GET INTO TROUBLE?

The investigation will be conducted by an Ammunition Technician, not Military Police. They are subject matter experts concerning ammunition and explosives, and are there to investigate and record the occurrence, ascertain what caused it, and can make recommendations to prevent a reoccurrence. They are not there to point fingers or apportion blame.

More information, including a flow chart to identify types of occurrence, and aide memoires for gathering sufficient information to report, can be found in the following document:
DSA 03.OME Part 2 (JSP 482), Chapter 25.

If ever in any doubt over an OME occurrence or if you require more specialist advice, contact the JSEODOC using the details provided above. It is better to be safe than sorry.

STRATEGIC SUSTAINABILITY AT 29 RLC

Article contributed by
Capt Nigel Williams, AFPA, 29RLC.

South Cerney Station is located near Cirencester in Gloucestershire and is the home of 29 Regiment, RLC whose role is to provide postal courier and movement for all three of the armed services. The Regiment has the capability of mounting very high readiness land forces based in the UK for overseas deployment.

In 2009 the unit initiated their Environmental Management System and Climate Change preparations to reduce carbon emissions and environmental impact to comply with the Climate Change Act (2008).

The annual Carbon Footprint in 2009/2010 was recorded as 3,819.1 (tCO₂e). The 2019/2020 figure is 2,304.8 (tCO₂e) which is a 38.67% reduction of its CO₂e emissions.



Working as “One Station, One Team, One Family” the hard work, dedication and continued commitment of service personnel, civil servants, colleagues in DIO, industry partners and our children over the past decade has made this achievement possible.

In April 2021 the Army Basing and Infrastructure team is scheduled to deliver Project PROMETHEUS, whereby a 1.4 MW solar facility is being built on the airfield saving a further 400 (tCO₂e) a year and comprising of 5,200 solar panels.

It will generate electricity to power approximately 350 homes and all the power will be consumed on site. It will account for one third of the site’s total annual consumption. After one year of operation the site will see a reduction in costs amounting to £108,718; after 10 years there will be a saving of £1,087,176; and over a 25-year period, £2,717,940 will have been saved.

Once funding is secured a Thermal Battery Energy Storage trial under Project KELPIE is also taking place. It will link into the Peninsular Gymnasium and will give renewable off peak energy and heat storage. It will efficiently utilise the solar panels on the building. If successful, the building will become cost neutral.

In preparation for climate change, the unit has taken early action to mitigate the impact of future extreme weather events and has worked with the DIO climate change resilience team to initiate their Climate Impact Risk Assessment. A Station Climate Change and Sustainability Development Plan is now in place which will ensure that key projects hit the Government and Defence timelines over the next twenty-year period. Each project, in turn, will be added to the DIO’s Balance of Investment.



These projects not only represent significant financial savings, but more importantly, demonstrate a physical, tangible commitment to ensure that the site is sustainable for the future. This is central to the greening of our site and helps to reduce the UK’s overall carbon emissions – contributing to the MOD and Government’s net zero 2050 target.

Our vision of working ‘together with nature and science’ will protect the security of our energy supply to ensure that the Regiment can maintain its operational capability but will also allow our site to be sustainable and resilient for future climate change. This award-winning unit remains at the forefront of embracing new opportunities and seeking innovative solutions to prepare itself for future adverse climate challenges.

H&S AT THE LAND QUARANTINE FACILITY (L-QFAC), SWYNNERTON

Article contributed by WO1 Stuart Gilkinson, AFPA, Royal Wessex Yeomanry – Allenby Barracks

Swynnerton Camp is located south of the village of Swynnerton in Staffordshire, it was built between 1939 and 1941 and it remained operational until 1958, thereafter it has been used as a training camp for the Army.



Over recent months the camp has been used as a quarantine and testing facility for military personnel that are deploying on PJHQ and Army activities overseas, with Real Life Support (RLS) being provided by soldiers of the Royal Wessex Yeomanry and support elements.

The L-QFAC has a total of 330 bed spaces, 150 of which are located in five large temporary marquees (pods). One of these pods is allocated permanently as an isolation pod.

They all consist of 30 separate cubicles, each with a single bed space, multiple power sockets and Wi-Fi. Of the 30 personnel accommodated in each pod, these are broken down further into two cohorts/households of 15 – this is for ease of administration and to ensure that ‘social distancing’ can be maintained. A further 180 bed spaces are located within the existing brick-built buildings (building 4) which have also been subdivided into seven zones, containing cohorts/households of between 15 and 30.

Troops In Quarantine (TIQ) must remain at the facility for a period of 14 days and during this time they are tested for COVID-19 within 24-hours of arrival, D-7 and D-3, prior to being transported by coach to South Cerney Airfield in Gloucestershire.

The prevention of COVID-19 contamination and spread is primarily a duty of care responsibility and, as such, the facility and processes within it have undergone a rigorous risk assessment process, ensuring that risks are reduced to levels which are ALARP. Whilst personnel operate in accordance with safe systems of work, there are still a number of risks which must be controlled and monitored habitually.



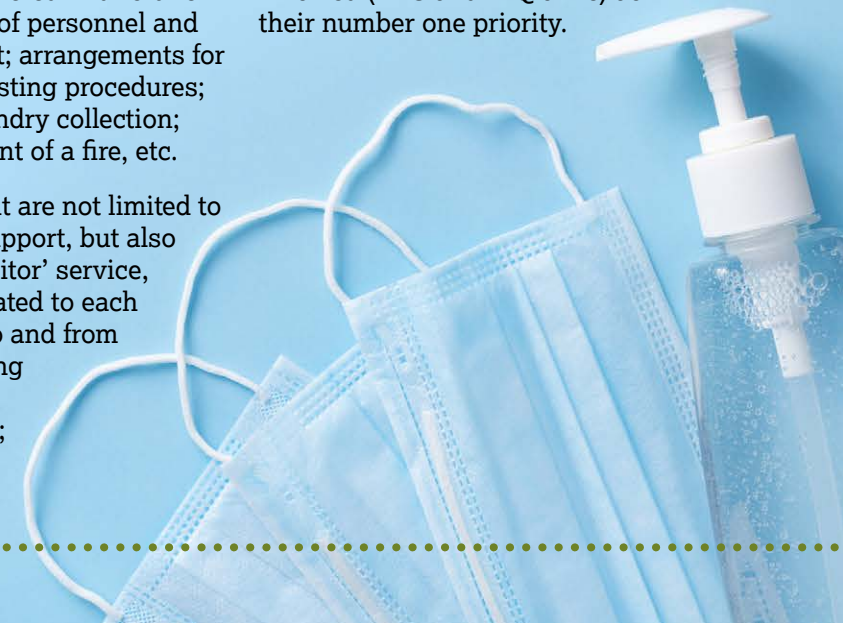
Some of those identified include: the risk of transmission; the requirement for ‘social distancing’; physical training activities; troops in isolation after testing positive for COVID-19; welfare provision; accommodation and communal areas; and the laundry of clothing and bedding.

Upon arrival and prior to being shown to their accommodation, TIQ are given an in-depth brief by the L-QFAC Sergeant Major. Information covered in this brief includes: the number of personnel and locations; camp layout; arrangements for dining; PT timings; testing procedures; welfare provision; laundry collection; and actions in the event of a fire, etc.

RLS duties include but are not limited to the provision of G4 support, but also such things as a ‘monitor’ service, with one person allocated to each zone; escorting TIQ to and from dining room and testing facilities; a 24-hour message relay service; laundry collection

and washing; and a morale boosting shopping collection service.

Whilst this task has been one that differs hugely to those that the regiment usually undertake (Main Battle Tank Regt), those that enthusiastically volunteered have risen to the challenge and have ensured that this mission has been a resounding success, and one that saw the safety and health of all those involved (RLS and TIQ alike) as their number one priority.



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FUTURE EVENTS

ARMY SAFETY AND ENVIRONMENT CONFERENCE (ASEC)

Theme: Environment Matters
Thu 17 Mar 22 – Tidworth Garrison Theatre

ARMY SAFETY ROADSHOWS

- Postponed due to COVID

See the Army Safety Centre Forecast of Events on the ASCen SharePoint site for further information.

Army Safety & Environment Matters is the twice yearly publication of the Army Safety Centre. 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, Army Safety Centre, 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.

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