



Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Fire Authority, 7 December 2022

Report title: Health and Safety Strategy 2023-2027

Lead Member: Councillor Keith McLean

Report sponsor: AC Calum Bell, Head of Protection, Assurance and Development

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Action: Decision

Recommendations: That the Health and Safety Strategy 2023-2027 be approved.

Executive summary: This strategy sets out the strategic health and safety objectives for the next four years and focusses on how leadership is key in setting out the direction to improve health, safety, and physical and mental wellbeing in the workplace.

It sits alongside the Wellbeing Strategy, dovetails into the People Strategy, and aligns with Buckinghamshire and Milton Keynes Fire Authority's Public Safety Plan.

Mission statement: Leading the way to a healthier and safer workforce.

Five strategic objectives:

- **Positive and effective leadership:** leaders and managers to promote and visibly role model positive health and safety behaviours, bringing with them their staff thus improving health and safety performance and culture.
- **Drive continuous improvement in health and safety performance:** Anticipate and solve new health and safety challenges as part of "business as usual".
- **Lead the way in reducing work related ill health, with a specific focus on mental health and stress:** Promote the importance of good physical and mental health and identify ways to improve both.
- **Lead the way to protect the environment:** Educate operational personnel in the importance of completing Environmental Risk Assessments where necessary in order to play our part in helping to protect the environment.
- **Continue to drive a positive and effective health, safety, and wellbeing culture:** Seek to continuously improve communications on health, safety, and well-being matters.

The implementation of this strategy will result in an uplift in visible leadership across the Service thus encouraging staff to follow in the drive for continuous improvement

in health, safety, and wellbeing performance. A reduction in sickness absence and improving both physical and mental health will result in a healthier workforce and improved productivity and risk management.

Making it happen

We will continue to strive for excellence in our health, safety, and wellbeing performance.

The fundamental requirements for positive and effective health and safety remain:

- Strong, visible leadership.
- Visible commitment to health and safety across all levels of the Service.
- Collaboration and partnership working, engaging with employees and other stakeholders.
- Managers and their staff across all levels having the competence to identify and control the risks created by their activities.

This strategy is the foundation on which the Service can build on, providing direction to all employees and relevant stakeholders on how we will improve health, safety, and wellbeing, including the culture over the next four years.

The Health and Safety team will support those efforts by capturing and promoting both learning and successes and in developing measures to track progress on both the KPIs mentioned above and the delivery of the five strategic themes.

Financial implications: The Service continues to maintain an excellent health and safety record and this strategy will serve to improve this further. However, if risk is not managed and controlled effectively, on an ongoing basis, serious injury or breaches of legislation can occur. This could have significant financial implications for the Service by way of civil claims or fines initiated through the criminal justice system or through the enforcing body – The Health and Safety Executive (HSE) via their Sentencing Guidelines process. There is also the potential for reputational damage.

Risk management: The Service recognises that effective leadership is key to ensuring a healthier and safer workforce. This is integral to delivering its Public Safety Plan to the communities it serves and protecting its most asset – its people.

The implementation of this strategy will result in improved health, safety and wellbeing performance through the visible demonstration by the Service’s leaders and managers of their commitment to health, safety and wellbeing excellence which in turn will influence staff to follow their lead.

Legal implications: The safety management system, that ensures the health, safety and wellbeing of employees, contractors, visitors, and the communities it serves, is well embedded throughout the Service. It also exists to ensure compliance with

legislation thus protecting the Service from litigation and enforcement action. It is subject to regular audit and review to ensure it remains fit for purpose. If this scrutiny does not take place, there is the possibility that any breach of legislation may go unnoticed for a period of time.

Privacy and security implications: This strategy has no privacy or security implications.

Duty to collaborate: Collaboration work continues wherever the opportunity arises. The strategy highlights the collaboration between departments internally.

Health and safety implications: The purpose of this strategy is to further improve health, safety, and wellbeing performance and the culture. It clearly outlines the strategic themes and how they are going to be achieved. Embedding the strategy throughout the Service is key to achieving them. There are no health and safety issues at this time.

Environmental implications: One of the strategic themes is to reduce the Service's carbon footprint and support the government's target of net zero greenhouse gas by 2050. Setting an environmental objective will ensure the Service does what it can, so far as is reasonably practicable, to protect the environment, therefore there are no environmental issues at this time.

Equality, diversity, and inclusion implications: An equality impact assessment has been carried out. No negative impacts have been identified; a copy is included within the main document.

Consultation and communication: This strategy will pass through the appropriate governance route for approval including the Business Transformation Board, Strategic Management Board and the Fire Authority. Once approved it will be published on the external website and the intranet.

Background papers: This strategy is a complete refresh of the strategy covering the years 2019-2022 – available on the external website and on the intranet. The change of direction experienced by the Service over the past few years has resulted in the requirement for a complete overhaul of the strategy to ensure it meets the challenges of a dynamic environment, particularly in light of the reform of the fire and rescue service nationally and can deliver the strategic themes contained within.

Appendix	Title	Protective Marking
1	Health and Safety Strategy – Leading the way to a healthier and safer workforce	None