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Preface

1. Fire Services provided by Local Authorities have operated under specific safety, health and welfare legislation since 1989. In 2005 new safety, health and welfare legislation was introduced. The Ancillary Safety Statement template was drafted under the aegis of the Fire Services Change Programme to assist Local Authorities to fulfil their statutory obligations.

2. The Ancillary Safety Statement template is structured to reflect the comprehensive approach that is necessary to plan for safe work and is intended to be compatible with Local Authority parent safety statements. The template is formatted for conversion for use by individual Fire Authorities. It is not intended to be prescriptive therefore its contents must be reviewed and amended where necessary to reflect local circumstances.

3. The Ancillary Safety Statement template recognises the issues arising from the uncertainties of managing safety in the context of Fire Service operations. It includes the concepts of “the competent person” and “dynamic risk assessment” in emergency operations management, and deals with generic risks associated with the main categories of operations, as well as the risks associated with operations involving specific settings. The approach to this subject, promulgated in this document, is linked closely with the National Incident Command System.

4. Fire services have a strong culture of safe working. In this context, the approaches to managing safety are embedded in every day practice and should not be additional to normal procedures. The fire service is also involved in protecting society at fires and other emergencies. Many of the concepts contained in safety, health and welfare legislation are similar to those in fire safety legislation.

Safety Policy

5. The safety policy of the Local Authority is contained in the Corporate Safety Statement which reflects the Local Authority’s intent to ensure, so far as reasonably practicable, the safety, health and welfare at work of all employees of the authority.
Ancillary Safety Statement

6. The Fire Service Ancillary Safety Statement addresses the working environments encountered by the Fire Service, where combining need, risk and resources in a wide range of situations has long been a feature of service management.

7. The Ancillary Safety Statement sets out the approach which this Fire Authority adopts in relation to managing safety and in particular meeting its statutory obligations under Section 20 of the 2005 Act. The detailed arrangements for the implementation of the local authority’s safety policy, as it applies to the Fire Service are set out in this Ancillary Safety Statement.

8. This Ancillary Safety Statement sets out to:
   a. document the systems and procedures for the management of safety, health and welfare to ensure compliance with the provisions of the Safety, Health and Welfare at Work Act, 2005 and other relevant statutory instruments;
   b. ensure that the Fire Service is operating to best practice, taking account of relevant codes of practice and standards;
   c. ensure that all reasonable care is taken to prevent personal injury, ill health and damage to property and to protect all staff members and third parties affected by fire service activities from foreseeable work hazards;
   d. provide and maintain a safe and healthy working environment, with safe systems and methods of work;
   e. provide all staff members with the information needed to work safely;
   f. set down how safe working is achieved through training;
   g. facilitate consultation with all staff members on health and safety matters; and
   h. facilitate the role of a Safety Representative(s).

9. It is the practice of this authority to hold an annual information session on safety issues with all employees as part of normal working arrangements, in accordance with section 8.2.g of the Health, Safety and Welfare at Work Act (2005). This Ancillary Safety Statement underpins and forms the basis for communication with all employees about safety issues.

10. This Ancillary Safety Statement will be reviewed where there has been a significant change in the matters to which it refers, where there is another reason to believe the safety statement is no longer valid or on the direction of an inspector of the HSA.
Section 1: Document Control

1. The Ancillary Safety Statement is considered a living document that will require amendment and updating. It may also need to be read in conjunction with other reference documents and legislation. It is therefore recommended that the person charged with updating the document should liaise with relevant sections within the Local Authority including the Health & Safety Advisor. Two valuable resources in relation to safety documentation and legislation are the Health and Safety Authority (HSA) through its web site and Irish Statute Book, a web site of the Office of the Attorney General.

Amendment Procedure

2. To ensure that each copy of the Ancillary Safety Statement contains a record of all changes, the following named person:

________________________________

will record the changes or amendments on the amendment list. The amendment list, along with any revised or new pages, will then be circulated to all personnel / locations on the Fire Authority Ancillary Safety Statement Circulation List.

The above named person will maintain on file a copy of all superseded issues for reference purposes.
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The Ancillary Safety Statement and any future amendments will be circulated to those named below. In each, job title and area of responsibility, where appropriate, is also stated.

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Adoption of Ancillary Safety Statement

3. The following officers, with management responsibility for health and safety within the fire service, hereby approve the adoption of this Ancillary Safety Statement on the dated indicated as being applicable to all activity within the Fire Service.

Signature ______________________ Date___________________

Designated Senior Officer with delegated responsibility for safety function within fire services

Signature ______________________ Date___________________
Chief Fire Officer

Signature ______________________ Date___________________
Director of Service with delegated Manager’s authority for Fire Service
1. The fire service has a hierarchical organisation structure. The organisation chart sets out the normal management structure, which also applies for management of safety. Health, safety and welfare are core responsibilities of all management, and each manager has a direct responsibility to ensure the health safety and welfare of all personnel under his/her control.

Note: Insert names of safety committee, as appropriate, on this page
Responsibilities for Safety

2. The following paragraphs set out specific management responsibilities for safety within the fire service. In addition to management’s responsibilities, each individual staff member also has a duty and responsibility to care for his/her own and other staff members’ health, safety and welfare, and to co-operate with management in this regard.

Senior Management

3. The City/County Manager’s authority for fire services is delegated to the Director of Services _________________ (name) and to the Chief Fire Officer _________________ (name) in accordance with the Organisation Chart. This delegation sets out the responsibility for the management of safety of all staff and at all workplaces under their control. These responsibilities include those set out below:

a. Ensure that legislative requirements are complied with and that structures for managing safety are in place;

b. Ensure that an annual health and safety management programme arising from this Ancillary Safety Statement is prepared and that resources are made available for implementation;

c. Ensure that responsibility for health, safety and welfare is assigned appropriately at all levels in the fire service; and

d. Support the creation and maintenance of a culture of safe working.
Designated Senior Officer

4. A senior fire officer, (insert name ______________) is assigned responsibility for the development, implementation and monitoring of the Health and Safety Management Programme for the fire service. This officer, as an internal employee familiar with the fire service and its work, and with appropriate delegated authority is designated as a competent person to assist senior management, line management and individual employees in discharging their responsibilities under the 2005 Act. The specific responsibilities assigned to this officer include:

   a. Ensure that an up to date Ancillary Safety Statement is prepared and reviewed in accordance with the authority’s policy;

   b. Ensure that the provisions of this Ancillary Safety Statement are effectively communicated to the relevant personnel by line managers, that a copy is available to be consulted in all workplaces and that any revisions to the Ancillary Safety Statement are also communicated to employees;

   c. Prepare an annual health and safety management programme for approval by senior management, and for the implementation and review of that programme;

   d. Prepare an annual budget for funding the health and safety management programme for presentation to senior management;

   e. Oversee implementation of any necessary remedial action to ensure the safety, health and welfare of staff members;

   f. Facilitate/ liase with inspectors of the Health and Safety Authority who are dealing with fire service issues;

   g. Ensure that health and safety considerations inform the development of the fire services annual training programmes;
h. Ensure adequate fire, evacuation and emergency arrangements are prepared for each place of work;

i. Ensure that appropriate numbers of first-aiders and first aid equipment are provided;

j. Liase with local authority health and safety officer/adviser;

k. Oversee compliance with accident and dangerous occurrence reporting, recording and investigation requirements as detailed in the Corporate and Ancillary Safety Statement;

l. Chair the Fire Service Safety Committee (where applicable) and ensure effective consultation with employees and communication with Safety Representatives;

m. Ensure that workplace hazards are identified, and appropriate generic or specific risk assessments are undertaken where necessary, and that appropriate control measures are formulated and implemented;

n. Devise and ensure implementation of a programme of auditing/monitoring safety;

o. Ensure that records are maintained within the service for:

(i) Training which impacts on health and safety;
(ii) Brigade Accidents and dangerous occurrences;
(iii) Statutory accident reporting;
(iv) All maintenance work, including:

   (a) Passenger lift inspections;
   (b) Hoists and lifting gear inspections;
   (c) Pressure vessels and boilers;
   (d) Fire protection facilities.
p Ensure that a statement dealing with safety is incorporated in general conditions of external contractors work specification at pre-tender stage. In addition compliance with the procedures in relation to the nomination of a competent person at design stage and construction stage laid down in the Local Authority Safety Statement, should be ensured; and

q Manage and liaise with any specialist contractors engaged to support the fire authority in delivering safety, health and welfare programmes.

**Line Managers**

5. Line Managers in the fire service include all supervising ranks/grades, including the following:

   a. Senior Assistant Chief Fire Officers
   b. Assistant Chief Fire Officers
   c. Senior Executive and Executive Fire Officers
   d. Third Officers, District Officers
   e. Station Officers, Sub Officers, Leading Fire-fighters
   f. Senior Executive Officers and Administrative Officers
   g. Senior Staff Officers, Staff Officers and Assistant Staff Officers

6. Line Managers are responsible for the implementation and supervision of the provisions of the Ancillary Safety Statement. To this end their responsibilities include:

   a. Familiarise themselves with this Ancillary Safety Statement and communicate and explain its contents and make sure it is available to all employees within their area of responsibility;

   b. Ensure that the practices laid down in this Ancillary Safety Statement are adhered to at all times within their area of responsibility;

   c. Show through personal behaviour the standards of safety that are required;
d. Ensure that all employees are aware of relevant hazards and that they receive adequate safety training and instruction appropriate to the tasks being performed;

e. Ensure that all employees are aware of relevant hazards and that they receive adequate safety training and instruction appropriate to the tasks being performed;

f. Ensure that all employees under his/her control are aware of actions to be taken in case of emergency and that adequate first aid equipment and properly maintained fire fighting equipment is available. That all employees under his/her control wear the proper protective clothing and equipment appropriate to the situation;

g. Ensure that adequate supervision is provided at all times;

h. Support and assist any other person who has a role or function to carry out in relation to safety;

i. Periodically appraise the effectiveness of the provisions in this Ancillary Safety Statement relevant to their area of responsibility and contribute to reviews of the document;

j. Ensure compliance with accident and dangerous occurrence reporting, recording and investigation requirements and that accident forms are completed promptly in accordance with the Brigade Accident Reporting Procedure;

k. Consider any appropriate representation about health and safety issues from employees and/or safety representatives and take appropriate action within their remit to deal with issues arising;

l. Ensure that health and safety considerations are given appropriate attention in the selection of contractors for site services;

m. Ensure the safety of visitors to fire brigade premises;
n. Ensure as far as is reasonably practicable that all moving parts of machinery are adequately guarded and all machinery and equipment is properly maintained and safe to use. Ensuring that all safety appliances are correctly fitted, adjusted and maintained. Ensuring that only specifically trained and authorised persons are allowed to adjust appliances and equipment;

o. Ensure that all routine activities are planned so that they may be carried out in a safe manner;

p. Ensure that they make themselves aware of any relevant information pertinent to the activities carried out in the workplace and associated hazards;

q. Take positive remedial action on identified unsafe working conditions or practices, or referring to his/her superior any of these for which he/she cannot achieve any satisfactory solution with the resources available to him/her;

r. Completing or causing to be completed any necessary reports on training, standard tests and other tests, or defects on equipment.

Employees

7. The successful management of safety requires the active support and co-operation of all employees. Section 13 of the 2005 Act specifies that each individual employee also has a series of duties and responsibilities to care for his/her own and other staff members’ health and safety and to co-operate with management in this regard. The legislation specifies that employees should:

a. Comply with safety and health legislation;

b. Take reasonable care to protect his or her own safety, health and welfare and that of any other person who may be affected by his or her acts or omissions at work;
c. Not be under the influence of alcohol or drugs or a combination of alcohol or drugs to the extent that he or she is likely to endanger his or her own safety, health or welfare at work or that of any other person;

d. Co-operate with his or her employer or any other person, as necessary, to assist that person in complying with safety and health legislation as appropriate;

e. Not engage in improper conduct or other behaviour such as violence, bullying or horseplay, which could endanger another person at work or his or her safety, health and welfare;

f. Where training related to a particular task is required by the employer or by safety and health legislation, attend and undergo, as appropriate, such training and any reasonable assessment required by his or her employer or as may be prescribed in Regulations;

g Take account of the training and instruction given by the employer, correctly use any article or substance and protective clothing and equipment provided for use at work or for his or her protection.

8. It is essential that all employees comply with the provisions of this Ancillary Safety Statement and any referenced procedures, and report to the appropriate Line Manager/ Supervisor any occurrence or defects which appear to present a risk to safety and health. All employees are expected:

a. to co-operate fully with the provisions made for ensuring the health, safety and welfare of themselves and fellow staff members and other personnel, including facilitating and participating in consultation on safety matters during their normal work;

b. to undertake their work in a safe manner so as to avoid injury to themselves, other staff members, members of the public and avoid damage to equipment and property;
c. to adhere to safe systems of work, and use any safety equipment provided;

d. to report damage to equipment and property. Reports should be made verbally to the supervisor or person in charge at the time;

e. to report immediately all accidents, dangerous occurrences, unsafe conditions and unsafe acts to their immediate supervisor;

f. to participate fully in training programmes intended to develop and maintain their competency to do their work;

g. to keep, or co-operate with the keeping of, all appropriate records;

h. To co-operate with management in enabling the fire authority to comply with legal obligations.

**Supervision of Work**

9. It is the practice of this authority to ensure that the hierarchical supervisory structure set out in paragraph 1 of this section is used to ensure that work is undertaken safely. Each line manager is responsible for supervising the work, including safety at work, of employees under his or her supervision at all times. Line managers/supervisors are responsible also for maintaining records of the supervision of employee's activities.

10. It is the practice of this authority that more senior line managers/supervisors routinely oversee and countersign records of supervision.

11. In an operational context, responsibility for supervision, to ensure safe operations, is vested in the Incident Commander. It is the practice of this authority to use the approaches set out in Section 5 below to ensure effective and safe emergency operations.
12. It is the practice of this authority to ensure that contractors and visitors are not exposed to risks to their health, safety and welfare. This is achieved by controlling access to fire service facilities, permits to work (where applicable) and a high level of supervision.

13. It is the practice of this authority to initiate and implement disciplinary procedures as appropriate where breaches of expected standards of behaviour occur.

Team Working

14. It is the practice of this authority to have its fire services structured to operate in teams in hazardous situations associated with emergency operations. This provides a support structure for safe working.

Improper Conduct or Behaviour

15. As noted in paragraph 7 of this section, there is a statutory obligation on employees not to engage in improper conduct or other behaviour such as violence, bullying or horseplay, which could endanger another person at work or his or her safety, health and welfare.

16. It is the practice of this authority to implement corporate policies, including disciplinary procedures, in relation to violence against co-workers, bullying and harassment in the workplace.

Multi-Agency Emergency Operations

17. Section 21 of the 2005 Act requires that employers who share a place of work co-operate and co-ordinate their activities and keep each other and their respective employees informed about the risks to safety arising from the work.

18. It is the practice of this authority, through the authority vested in the Incident Commander, to use the arrangements set out in the Framework for Major Emergency Management and in the National Incident Command System to share information and to co-ordinate activities at multi-agency emergency operations. Each agency remains
responsible for the health and safety of its own employees at a multi-
agency response.

Annual Health and Safety Management Programme

19. Specific actions are required arising from the adoption of this Ancillary
Safety Statement. It is the practice of this authority to create a written
annual Health, Safety and Welfare Management Programme, approved
by senior management, setting out the priority actions to be taken each
year. The health, safety and welfare management programme relates to
the provisions of this ancillary safety statement and includes for the
following:

a. Ensuring brigade line managers communicate with employees
   in relation to safety issues and implement adequate health and
   safety management practices in their areas of responsibility;

b. Ensuring that workplace hazards are identified, risk
   assessments are undertaken and adequate control measures are
   formulated, and implemented by brigade line managers;

c. Ensuring implementation of any necessary remedial action to
   ensure the safety, health and welfare of employees;

d. Ensuring brigade line managers implement adequate fire
   prevention measures and fire, emergency and evacuation
   arrangements in work locations;

e. Ensuring that there are adequate numbers of persons
   competent to administer first aid and first aid equipment;

r. Ensuring compliance with internal accident and dangerous
   occurrence reporting, recording and investigation requirements
   in accordance with the procedures set out in this ancillary
   safety statement;

g. Ensuring compliance with statutory accident reporting;
h. Applying procedures for dealing with safety representations;

i. Ensuring effective consultation with employees; and

j. Ensuring that training programmes are implemented.

20. It is the practice of this authority that the implementation of the Annual Health, Safety and Welfare Management Programme will be audited annually, and a report made to Senior Management by the designated senior officer.

Resources for Safety, Health and Welfare

21. As noted in the introduction, safety is strongly embedded in the day to day operations of fire services. To that extent, practically all resources expended on fire services contribute to safety in the service. Nonetheless, it is the practice of this fire authority to make resources available for the implementation of the annual Health and Safety Programme.

22. It is the practice of this authority to include a budget sub-heading for specific expenditure on safety, health and welfare. This provides for expenditure, when deemed necessary, in such areas as:

a. the preparation and distribution of the ancillary safety statement;

b. allocation of staff time to specific safety related functions;

c. implementation of the annual health and safety programme;

d. specific training on health and safety;

e. engagement of the services of an occupational health specialist; and / or

f. engagement/ contribution to the cost of specialist critical incident stress management services.
23. It is the practice of this authority to implement an accident and dangerous occurrence (near miss) reporting procedure which records all incidents involving employees, service users and visitors. The forms used to report accidents and dangerous occurrences are those approved under the Safety, Health and Welfare at Work (General Applications) Regulations, 1993 (SI No 44 of 1993) and referred to as Form IR1 and IR3 for accidents and dangerous occurrences respectively (See Appendix 5).

24. It is the practice of this authority to take a positive and non-punitive approach to the reporting of accidents, while accepting that staff are at all times accountable within the disciplinary code for their omissions/actions.

25. It is the practice of this authority to have the designated senior officer review all accident reports and to investigate accidents/occurrences where there is potential to learn. Where persons other than the designated senior officer are involved in the process of reviewing accident reports, in general, it is the practice of this authority not to divulge information on persons involved or their details.

26. Accident Report Forms are available at the following locations:
27. It is the practice of this authority to review and report annually on the general trends relating to accidents. Where appropriate, the accident rates are compared with national trends as a means of identifying areas for action.

Information for Employees

28. Section 9 of the 2005 Act places an obligation on employers to ensure that information on safety, health and welfare is provided to employees. This is to include information on hazards, risks and measures taken to control risks. Employees are also to be informed of the names of safety representatives, and of staff with a role to play in emergencies. In general, it is the practice of this authority to use its Ancillary Safety Statement as the basis for communicating information on safety to employees. (See Appendix 1 and 2 for information sheets on Safety Representatives and Useful Safety-Related Contacts respectively).

29. On induction into the fire service, it is the practice of this authority to provide new employees with detailed information on safety arrangements as part of their initial training.
30. It is the practice of this authority to provide information on hazards, risks and emergency actions to staff reporting for work at new locations.

31. It is the practice of this authority to provide employees with on-going and up-to-date information on safety issues, through the format of an annual information session on safety. It is the responsibility of the designated senior officer to ensure that copies of the ancillary safety statement are made available to all line managers, and that line managers hold an annual information session, based on the ancillary safety statement, with staff under their control. It is the responsibility of the line manager to confirm to the designated senior officer that annual information sessions are conducted for all employees under their control.

32. Where the designated senior officer is of the view that new or significant information on safety should be brought to the attention of all or a group of employees, he/she will bring this to the attention of relevant line managers, who will arrange to communicate it to the employees. Where a line manager is of the view that significant information on safety should be communicated to employees, he/she will provide that information to the designated senior officer, who will decide if, and how, the information is to be communicated to employees.

33. In general, it is the practice of this authority to require employees to sign (or co-sign as appropriate) in relation to the provision/receipt of safety information and to retain records for an appropriate period.

34. Where appropriate, normal channels of communication including newsletters etc., will be used to promote safety awareness and to highlight health and safety issues. Similarly posters and notice board campaigns may be used to highlight both general and specific safety issues.
Consultation with Staff

35. Section 26 of the Safety Health and Welfare and Work Act, 2005 places a duty on the employer to consult his or her employees so as to make and maintain arrangements to enable the employer and employees to co-operate to promote and develop safety, health and welfare and to monitor the effectiveness of those measures.

36. It is the practice of this authority to ensure that consultation takes into account guidelines on safety consultation published by the Health and Safety Authority. This includes consulting employees, as necessary, on:

a. Any proposed measure that is likely to substantially affect safety, health and welfare at the place of work including any measures required by legislation;

b. The designation of certain employees having duties in relation to emergency procedures;

c. Any matters arising from measures related to the protection from and prevention of risks;

d. Hazard identification and risk assessment carried out in accordance with the legislation and this Ancillary Safety Statement;

e. The preparation of this Ancillary Safety Statement;

f. The provision of information to employees;

g. Information on reportable accidents and dangerous occurrences;

h. The appointment of competent persons for the purposes of the legislation;

i. The planning and organising of training for emergency procedures in workplaces; or
The introduction of new technologies in relation to the safety, health and welfare of employees

37. It is the practice of this authority to hold consultation in advance of managerial decision-making and in good time so as to allow employees time to consider, discuss and give an opinion on the matters. It is the practice of this authority to provide sufficient information in a written form to allow employees to fully and effectively participate in the consultation process, and for line managers to listen to the views of employees, document those views as appropriate, and to transmit them to service management to be considered as part of the managerial decision-making process. Where there is a safety committee in the authority, it may be used to meet the consultation requirements under this section of the legislation.

38. It is the practice of this authority to arrange for consultations under this section of the legislation to take place during and as part of normal working hours, during normal shifts in the case of full-time firefighters and during weekly drills in the case of retained personnel.

Safety Representatives

39. Section 25 of the Safety, Health and Welfare at Work Act, 2005 empowers employees to select and appoint a Safety Representative(s) to represent them in consultation with the employer on matters of safety, health and welfare at the place of work.

40. It is the practice of this authority to facilitate the appointment of safety representatives through running a nomination and election process for employees. The current safety representatives for the fire service are listed in Appendix 1. The safety representatives will be afforded access to relevant information in the possession of the fire authority that refers to the safety, health and welfare of employees, subject to the exclusion of personal information relating to an individual.
41. It is the practice of this fire authority to consider any representations made by the safety representative and, in so far as is reasonably practicable, to take any necessary and appropriate action in response. Where written representations are made by the safety representative, it is the practice of this authority to reply in writing, stating any action to be taken (or planned to be taken) to address the representation, or the reasons why the representation is not being acted upon.

42. Whenever possible, the line manager will resolve any safety concerns that are brought to his/her attention by a safety representative, including putting in place any control measures as he/she sees fit in the circumstances. The safety representative and the designated senior officer will be informed of these measures. Where a concern cannot be satisfactorily resolved, the matter will be referred, in writing, through the command/reporting structure to the appropriate level of management.

43. In addition to the safety representative, it is the practice of this authority to afford each employee the opportunity to make representation, on any topic concerning health, safety and welfare, to their immediate supervisor in the first instance. If considered necessary, the supervisor may refer the matter to a more senior officer. As a general principle, line managers should resolve all matters pertaining to health and safety of this nature at the level at which the hazard arises. Failing a satisfactory resolution, the matter may be brought to the attention of a safety representative and the designated senior officer.

44. Safety representatives will be consulted in advance and in good time on any measures proposed to be taken in the place of work, which may substantially affect the safety, health and welfare of employees.

45. Safety representatives on duty will be afforded all reasonable facilities to carry out their functions as safety representatives, including time to attend meetings of the Health and Safety Committee and other relevant activities, taking due cognisance of the staffing situation as obtains.
46. A safety representative, having given reasonable notice to the employer, has the right to inspect the place of work at a frequency or on a schedule agreed between the representative and the employer. Safety representatives have rights to investigate accidents and dangerous occurrences and obtain information from Inspectors of the Health and Safety Authority. Safety Representatives may investigate accidents and dangerous occurrences or near misses to find the cause and help identify any remedial control measures necessary. Safety representatives may investigate situations and propose appropriate control measures where they, or any other employee, have reason to believe that there is a serious risk of personal injury.

47. Where an accident has occurred, or in the event of a dangerous occurrence or near miss, the safety representative will be informed and facilitated as necessary in carrying out an investigation into the circumstances of the accident.

48. An investigation by a safety representative will be conducted in such a way that it will not interfere with or remove any evidence at the scene of the accident and will not obstruct or hinder the Brigade’s ability to carry out any of its statutory functions. It is the practice of this authority to facilitate investigations by safety representatives according to the following protocols set out in the following table:
## Protocol for Investigations By Safety Representatives

<table>
<thead>
<tr>
<th>Investigation Type</th>
<th>When</th>
<th>Employer / Designated Senior Officer</th>
<th>Safety Representative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accident or Dangerous Occurrence (near miss)</td>
<td>Following occurrence</td>
<td>Safety Representative to be notified. Investgate Occurrence Inform Line managers/ supervisors and Safety Representative if any new control measures are required arising from accident or dangerous occurrence.</td>
<td>Inform Designated Senior Officer</td>
</tr>
<tr>
<td>Representation by employee</td>
<td>Following representation</td>
<td>Facilitate investigation</td>
<td>Inform Designated Senior Officer</td>
</tr>
<tr>
<td>Safety Representative initiated</td>
<td>Arising from any reasonable safety concern</td>
<td>Facilitate investigation</td>
<td>Inform Designated Senior Officer</td>
</tr>
<tr>
<td>New hazard information</td>
<td>On becoming aware from reliable source</td>
<td>Apply consultation process or Health and Safety Committee (if this exists)</td>
<td>Consult with designated senior officer and refer to Health and Safety Committee (if exists)</td>
</tr>
<tr>
<td>Routine workplace inspection</td>
<td>By agreement</td>
<td>Facilitate inspection Investgate any new hazards identified by Safety Representative. Inform relevant line managers/ supervisors and Safety Representative of outcome.</td>
<td>Give reasonable written notice to designated senior Officer</td>
</tr>
</tbody>
</table>
Services of External Competent persons

49. It is the practice of this authority to appoint a designated senior officer for the development, implementation and monitoring of the Health and Safety Management Programme for the fire service. This officer, as an internal employee familiar with the fire service and its work, and with appropriate delegated authority is designated as a competent person to assist senior management, line management and employees in discharging their responsibilities under the 2005 Act.

50. It is the practice of this authority to engage the services of a specialist contractor in occupational health to operate relevant occupational health schemes and to provide the services required by this authority to comply with the Occupational Health System for the Retained Fire Service.

The current provider of these services is:

______________________________

This service includes the programmes for the prevention and control of infectious diseases, the following inoculations are provided.

Inoculations

<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
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<td>9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
51. It is the practice of this authority to engage a specialist contractor in the area of Critical Incident Stress Management. This contractor will provide services to enable this authority to meet its requirements in relation to the welfare of its employees, arising from the nature of the situations which the employees may on occasion encounter in the course of their employment. These services include information and education about critical incident stress, supervisory and support arrangements in relation to critical incident stress and the provision of appropriate interventions by trained staff. This authority is joined with other fire authorities in the ______________ Region for the purposes of procuring such services:

The current provider of these services is

____________________________

52. It is the practice of this authority to work with the human resources section of the local authority, using their normal corporate policies, to provide for the welfare and support of individual employees (and their families where appropriate) who are injured or ill as a result of accidents at work.
General Approach to Risk Management

1. The nature of fire service emergency operations is acknowledged in the 2005 Act through the exemption granted to Fire Authorities from the provisions of Section 11 of the Act (It should be noted that there is no exemption for the Fire Service when carrying out training). In relation to the activities of the Fire Authority other than emergency operations Section 19(1) applies and requires that every employer shall identify the hazards in places of work under his or her control. Therefore the Ancillary Safety Statement differentiates between "Fixed Work Locations" under the control of the Fire Authority and "Emergency Work Locations" which only come under the control of the Fire Authority on the attendance of the first fire appliance.

2. Given the volatile nature of fire service emergency operations responding officers must therefore rely predominantly on a "Dynamic" rather than an "Analytical" Risk Assessment. This process is supported by the provision of "Generic Risk Assessments" which identify the hazards and level of risk associated with tasks carried out at the various categories of operations performed by Fire Authorities. Control measures are listed for consideration by various levels of management prior to and during emergency operations. Implementation of control measures on the incident ground can only be prioritised based on local conditions at the time as can be reasonably ascertained by the Incident Commander.

The Analytical Risk Assessment Process

3. Once a hazard exposure is identified, the first step is to assess the maximum harm or effect possible from the hazard, and then the likelihood of that harm occurring. These two factors are used to produce an estimation of risk via the grid (or matrix) in the table below. Ten steps are required in the risk assessment

The steps in risk assessing a hazard arising from a work task/setting are:
a. Identify the hazard(s) associated with the work task/setting;
b. Identify who is exposed and how they can be harmed;
c. Estimate the likelihood of harm occurring;
d. Plot the risk associated with the identified hazard on the risk matrix;
e. Identify how exposure to this or any similar hazard is addressed currently;
f. Identify additional means that reduce the risk to an acceptable level and draw up a control plan;
g. Allocate responsibility for implementing and monitoring;
h. Set an appropriate time-scale for making necessary changes;
i. Set a review date for checking effectiveness, and reviewing controls if new control methods emerge; and
j. Record this information - this is the risk assessment required by Section 19 of the 2005 Act.

Risk Matrix / Priority Table

<table>
<thead>
<tr>
<th>Likelihood</th>
<th>Effect Slightly Harmful</th>
<th>Effect Harmful</th>
<th>Effect Very Harmful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unlikely</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Likely</td>
<td>2</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Very Likely</td>
<td>3</td>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>

Very likely: Typically experienced at least once every six months by an individual
Likely: Typically experienced once every five years by an individual
Unlikely: Typically experienced once during the working lifetime of an individual
Slightly harmful: First Aid required
Harmful: Result in day(s) absence from work
Very Harmful: Serious injury - over 1 months absence from work
## Interpretation of Risk Matrix

<table>
<thead>
<tr>
<th>Risk Matrix Number</th>
<th>Assessment / Description of Risk</th>
<th>Priority</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Minimal Risk</td>
<td>Non-urgent</td>
<td>No immediate action required.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Monitoring may be required.</td>
</tr>
<tr>
<td>2</td>
<td>Low Risk</td>
<td>Action Required</td>
<td>Control measures implemented as soon as practical.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Risk assessment to be reviewed periodically.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Note when risk assessments are carried out.</td>
</tr>
<tr>
<td>3 or 4</td>
<td>Medium Risk</td>
<td>Urgent Action Required</td>
<td>Control measures required immediately.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Risk assessment to be updated regularly.</td>
</tr>
<tr>
<td>5 or 6</td>
<td>High Risk</td>
<td>Immediate Action Required</td>
<td>Prohibit or cease work.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Introduce control measures and reassess risk. Risk must have reduced before work can start or recommence.</td>
</tr>
</tbody>
</table>
Prioritising Issues for Action

4. Compliance with safety requirements can require extensive consideration, given the whole range of fire service activity. It is the practice of this authority to prioritise issues for action, using an approach based on the “Risk Matrix”. This risk matrix tool can be used to determine the seriousness of a hazard and to prioritise actions following assessment of the risks.

Control Measures and Safe Work Practices

5. It is the practice of this authority to identify and apply appropriate control measures to prioritised risks. The first line manager/supervisor to be made aware of a hazardous situation will make the initial decisions regarding the immediate implementation of measures to control the risk associated with the hazard.

6. In general at emergency operations safe work practices are based on standard fire service drills, techniques and procedures as set out in available national guidance of the Department of Environment, Heritage and Local Government such as:

   a. The Use of Breathing Apparatus in the Fire Service

   b. National Incident Command System

   and the Fire Service Council’s:

   c. Fire-fighter handbook

   d. Junior Officer Handbook

   e. Senior Officer Handbook

7. This authority also uses published international documentation and practice as appropriate.
8. The development of control measures will frequently involve change in operating procedures, and it is the practice of this authority to underpin all such changes in procedure in the form of Brigade Orders.

9. Some control measures for generic and specific risks are set out in the Generic Risk Assessments in the attached appendices. (See also Section 4 and 5)
Section 4: Fixed Work Locations

Workplaces under the Control of the Fire Authority

1. It is the practice of this authority to ensure the safety of workplaces under its control. Such locations include:
   a. Fire Stations
   b. Office Areas
   c. Training Facilities
   d. Training Towers
   e. Workshops
   f. Stores

Design and Provision of workplaces

2. In relation to workplaces under the control of the Fire Authority it is the practice of this authority to ensure that the design and provision of new workplaces is in accordance with appropriate standards such as national building regulations and national guidance on design for the particular facility.

Maintenance of safe workplaces

3. In relation to workplaces under the control of the Fire Authority it is the practice of this authority to ensure that appropriate routine maintenance of buildings is carried out.

Safe means of access and egress from workplaces

4. In relation to workplaces under the control of the Fire Authority it is the practice of this authority to ensure that means of access and egress from workplaces are appropriate and safe.

Safe plant and machinery in workplaces

5. In relation to workplaces under the control of the Fire Authority it is the practice of this authority to ensure that plant and machinery in workplaces is safe and maintained.
Emergency Procedures in fixed work locations

6. In relation to workplaces under the control of the Fire Authority it is the practice of this authority to ensure that emergency procedures are displayed in fixed work locations.

Operation of Workplaces

7. It is the practice of this authority to:

   a. Ensure that appropriate facilities are provided in fixed work locations, commensurate with the level of use of those facilities;

   b. Ensure that all workplaces are maintained neat and tidy by employees through appropriate inspection by the relevant supervising officers;

   c. Ensure that workplaces which are shared by different services or units of the same service are handed over in a neat and tidy condition through inspection by the relevant supervising officers; and

   d. To provide facilities (or alternative arrangements) to meet the welfare needs of employees, commensurate with the level of use of the location.

Safety Audits and Inspections

8. It is the practice of this authority to:

   a. Subject all workplaces under the control of the Fire Authority to an annual safety audit, conducted by a person other than the supervisor of that premises;
b. Subject all workplaces under the control of the Fire Authority to formal quarterly safety inspections by the supervisor of that premises (An inspection template for fixed work locations is provided in Appendix 8. This list is not exhaustive and does not take account of the possible risks involved (e.g. medium or high), as this will depend on the particular circumstances at the time);

c. Subject all premises in continuous use to weekly safety inspection by the supervising officer responsible for the premises; and

d. Subject all premises in continuous use to formal hand-over by the supervising officers from shift to shift.

Remedial Actions

9. In relation to fixed work locations, it is the practice of this authority to take remedial action, where warranted, in accordance with the approach set out in Section 3 of this Ancillary Safety Statement. Where considered necessary, the Line Manager will ensure that temporary control measures appropriate to the risks are put in place, pending further attention.

10. Where issues emerge which are categorised by risk assessment to fall into the high risk category, it is the practice of this authority to consider appropriate actions, including:

   a. Standing down the services provided from that location, either temporarily or permanently;
   b. Seeking alternative temporary accommodation; or
   c. Undertaking remedial works.

11. A number of sample risk assessment sheets for various hazards associated with workplaces under the control of the Fire Authority are provided in Appendix 9.
Emergency Work Locations

1. It is a characteristic of fire service work, that personnel can be called to undertake emergency operations, under varied conditions, in unknown locations at any time. It is the practice of this authority to use two general approaches to meet the challenge to safety of employees posed by this uncertainty, and the inherent dangers involved in emergency operations. These two approaches involve using “safe systems of work” and the “competent person” concept. The implementation of these two concepts are explained in the following paragraphs.

2. It is the practice of this authority to use the following approach to matching deployment of its resources with the needs of the situation, while taking account of risk:

   a. The fire service will take some risk, in a controlled manner, to save savable lives.

   b. The fire service will take a little risk, in a controlled manner, to save savable property or infrastructure.

   c. The fire service will not take any risk to try to save lives or property that are already lost or unsavable.

Standard Operating Procedures and Guidance

3. It is the practice of this authority to ensure that safe systems of work are applied in relation to its emergency operations by following appropriate standard operating procedures and guidance. Operational procedures and practices are designed to promote safe operating systems (safe systems of work), and can be derived from national documents. To minimise the risk of injury, it is the practice of this authority to require that Incident / Sector Commanders ensure that safe systems of work are being used so far as is reasonably practical in emergency operations.
Brigade Orders and Instructions for employees

4. It is the practice of this authority to ensure that safe systems of work are applied in relation to its emergency operations by having specific instructions for employees in a set of brigade orders issued by the Chief Fire Officer. Brigade orders as issued from time to time are combined into a folder and available at each fire station. When a new brigade order is issued, it is the practice of this fire authority to have line supervisors bring it to the attention of fire crews at their place of work as soon as possible.

Training

5. It is the practice of this authority to ensure that safe systems of work are applied in relation to its emergency operations by ensuring that all personnel receive appropriate training in the standard drills and operational procedures and guidance on their induction into the service and that the initial competency is maintained through on-going annual training programmes.

6. It is the practice of this authority to ensure, where possible, operational crews should work together in teams, and whenever practicable, the teams should be made up of people who are familiar with each other and have trained together.

Information for employees

7. It is the practice of this authority to ensure that safe systems of work are applied in relation to its emergency operations by providing information through a variety of means to employees on the measures in place to ensure health and safety, including the contents of this ancillary safety statement.

8. It is the practice of this authority to ensure that, when necessary, safety briefings are included in normal briefing of crews undertaking work.
Specialist Appliances and Equipment

9. It is the practice of this authority to ensure that safe systems of work are applied in relation to its emergency operations by providing appropriate appliances, fitted with appropriate equipment for the emergency operations.

Personal Protective Clothing and Equipment

10. It is the practice of this authority to ensure that safe systems of work are applied in relation to its emergency operations by providing employees with appropriate personal protective clothing and equipment.

11. Personal protective clothing and safety equipment is provided to all personnel as necessary. Full firefighting protective clothing, including tunic, over-trousers, gloves, boots, fire-hood, helmet should be worn where required by the Brigade’s operating procedures and dress code. Additional protective clothing and equipment is provided for specific situations and should be used in accordance with operating requirements and procedures.

12. It is the practice of this authority to ensure that personnel are provided with such adequate information, instruction and training as appropriate to enable them to be aware of the following:

- The risks which the PPE will reduce; and
- The purpose and the manner in which PPE is to be used, action to be taken by personnel to ensure that PPE remains in efficient working order and in good repair.

13. All personnel are required to use PPE, as outlined in the Fire Brigade Dress Code and in accordance with Brigade operating procedures. It is the responsibility of the appropriate line manager to ensure that personnel are familiar with what PPE to wear and the circumstances in which to wear it.
14. PPE includes use of breathing apparatus (BA) which is on all front-line appliances and is worn on the instruction of the Incident Commander.

15. It is the practice of this authority that the use of breathing apparatus is in accordance with “The Use of Breathing Apparatus in the Fire Service” published by the Department of Environment (2007).

Pre-determined Attendance

16. It is the practice of this authority to ensure that safe systems of work are applied in relation to its emergency operations by using a mobilising system which provides for the initial deployment of fire service resources in response to calls for assistance. This initial mobilisation of resources, known as the pre-determined attendance is decided by the Chief Fire Officer, and is appropriate for the nature and location of the incident. It is the practice of this authority to empower the Incident Commander to vary the attendance of resources, in light of the circumstances of the emergency. It is the practice of this authority to have the nearest available fire brigade dispatched to the emergency as part of the predetermined attendance in the interests of the safety of any persons threatened by the emergency, and in the interests of safety of fire service personnel by having the possibility of intervention at the earliest possible stage and preventing incident escalation.

Communications System

17. It is the practice of this authority to ensure that safe systems of work are applied in relation to its emergency operations by utilising appropriate communications systems in support of emergency operations management on the fire-ground (UHF hand-portable radio systems), and maintaining contact between operational units at the scene of an emergency and the brigades control/communications centre (VHF radio systems). It is the function of the brigade’s control/communication centre to monitor information messages from the Incident Commander at the fire-ground and to mobilise additional resources requested or required.
Minimising Exposure to Harmful Environments

18. It is the practice of this authority to ensure that safe systems of work are applied in relation to its emergency operations by minimising exposure to harmful environments, including provision of personal protective clothing and equipment and procedures. The Incident Commander will decide the appropriate level of protection to be used, including the deployment of breathing apparatus and chemical protection clothing.

19. It is the practice of this authority to provide for on-site decontamination of fire service personnel and equipment where there is suspected exposure to hazardous materials. Where an incident arising from any Brigade operation results in or gives rise to contamination of a vehicle, an item of equipment, personal protective equipment or personnel, appropriate decontamination procedures will be carried out to ensure the health and safety of Brigade personnel or members of the public. Personnel who have been or are suspected of having been exposed to harmful contaminants will receive medical treatment as appropriate and may be subject to specific medical surveillance thereafter in accordance with advice from the Brigade’s medical adviser.

Familiarisation with Station Ground

20. It is the practice of this authority to ensure that safe systems of work are applied in relation to its emergency operations by having fire brigades undertake familiarisation with their individual station ground (the area for which the brigade is the normal first response), including pre-fire planning for high risk premises and fire hydrant surveys to enable more effective and earlier interventions.
Generic Risk Assessments

21. It is the practice of this authority to ensure that safe systems of work are applied in relation to its emergency operations by developing, where necessary, generic risk assessments associated with operations, or aspects of operations, in advance of those operations. Samples of Generic Risk Assessments are given in Appendix 10.

Specific Risk Assessments

22. It is the practice of this authority to ensure that safe systems of work are applied in relation to its emergency operations by developing, where necessary, specific risk assessments associated with operations at specific premises or specific situations. A template for specific risk assessments are given in Appendix 11.

Competent Person Concept

23. It is the practice of this authority to protect the health, safety and welfare of its employees in emergency operations by using the “competent person” concept to maintain the effectiveness and safety of employees in dynamic and hazardous environments, covering both personal and organisational responsibility. Any intervention to resolve an emergency incident can involve working in an environment that is constantly changing and inherently dangerous. This authority is committed to providing and maintaining a competent workforce. People who are competent will be able to function effectively and safely in such environments, and occupational competence is regarded as the most effective control measure that is available to the fire service in its emergency response role.

Organisational Responsibility.

24. It is the practice of this authority to provide the supports necessary to ensure that personnel are competent for the expected role, and therefore able to operate safely in a hazardous environment. The measures the authority takes to ensure this include:
a. Fire-fighter selection - recruiting persons who meet criteria which indicate that they will be capable of developing into competent fire-fighters, including health screening;

b. Induction training - where new recruits are given formal training in standard drills and fire service operations, with knowledge and skills that will enable them to function as competent fire-fighters;

c. Probationary period - during which new recruits are supervised closely while they develop operational experience, and are required to undertake further training;

d. Provision of personal protective equipment;

e. Routine, ongoing training and development, where skills are practiced, new procedures and equipment are introduced, and work is practiced in realistic conditions;

f. Ensuring, in association with the Occupational Health System, that fitness is maintained at an appropriate level to safely meet the demands on employees;

g. To provide and maintain both general and special equipment suitable for the tasks;

h. To set out the systems of work to be used in particular circumstances;

i. Provision of concise instruction to employees, through brigade orders;

j. Supervision of operations, through the incident commander, who is the responsible person with the mandate on behalf of the authority to supervise and manage operations, including safety in operations;

k. Post-incident debriefing where reflection is undertaken on lessons to be learned from work done; and
1. Provision of appropriate information to employees, including a fire-fighters handbook.

**Personal Responsibility of Employees**

24. Each individual employee will have to make judgements about the tasks/work they are undertaking, in order to control the risks inherent in the unique circumstances of any emergency situation. It is therefore the practice of this authority, as far as is reasonably practical, to ensure that every firefighter is:

a. Competent to perform tasks assigned;
b. Competent to use the equipment provided as trained and directed;
c. An effective member of a team;
d. Self-disciplined to work within accepted systems of work;
e. Adaptable to changing circumstances;
f. Vigilant for their own safety and the safety of others; and
g. Able to recognise their own abilities and limitations.

**Incident Commander Responsibility**

25. It is the responsibility of the Incident Commander to:

a. Apply the national incident command system, including dynamic risk assessment, to managing the incident;
b. Identify safety issues;
c. Initiate corrective action;
d. Select and maintain safe systems of work;
e. Ensure appropriate Personal Protective Equipment is worn by personnel;
f. Observe the environment;
g. Observe the physical condition of personnel;
h. Regularly review the progress of the operation; and
i. Use effective communications.
Section 6: Dynamic Risk Assessment

1. A key function of the Incident Commander is dynamic management of risk on the incident ground. This is the continuous process of identifying hazards, assessing risk, taking action to eliminate or reduce risk, monitoring and reviewing, in the rapidly changing circumstances of an operational incident.

2. “Dynamic Risk Assessment” is a process of risk assessment carried out in a changing environment, where what is being assessed is developing as the process itself is being undertaken. This is further complicated by the fact that the Incident Commander is often faced with the need to perform rescues, protect exposures and place stop-jets before a complete appreciation of all material facts has been obtained. It is imperative, therefore, that an effective risk assessment is carried out at the scene of operations, and that this is reviewed and updated as quickly as practicable. It is important that the outcome of a risk assessment is recorded and entered into the incident log for later retrieval and analysis, such as would be achieved by transmission over the main scheme radio of the Tactical mode.

3. While the dynamic management of risk is continuous throughout the incident, the focus of operational activity will change as the incident develops and it is useful to consider the process in three separate stages:

   a. The Initial Stage of Incident
   b. The Development Stage of Incident
   c. The Closing Stage of Incident

Initial Stage of Incident

4. On arrival of the initial attendance the first task of the Incident Commander is to gather information, evaluate the situation and then apply professional judgement to decide the most appropriate course of action. The benefits of proceeding with a task must be weighed carefully against the associated risks. The following steps should be taken in the course of the initial risk assessment:

   a. Evaluate the Situation, Tasks and Persons at Risk.
   b. Select Safe Systems of Work.
   c. Assess the chosen systems of work.
   d. Introduce additional control measures.
   e. Re-assess systems of work and additional control measures.
Evaluate the Situations, Tasks and Persons at Risk

5. In order to identify hazards the Incident Commander upon his arrival will initially need to consider:
   a. Operational intelligence available from pre-fire planning, risk visits, fire safety plans and local knowledge, etc.
   b. The nature of the tasks to be carried out.
   c. The hazards involved in carrying out the tasks.
   d. The risks involved to:
      (i) Fire crews.
      (ii) Personnel from other agencies.
      (iii) The public.
      (iv) The environment.
   e. Resources available such as experienced personnel, appliances, equipment, specialist advice, etc.

Select safe systems of work

6. The Incident Commander will need to review and consider the options available in terms of:
   a. Pre-Incident planning and training.
   b. Standard Operating Procedures.
   c. The possible systems of work- choose the most appropriate for the situation.
   d. Competence of available personnel to carry out the tasks safely.

Assess the chosen systems of work

7. Once a course of action, be it offensive or defensive, has been identified Incident Commanders need to make a judgement as to whether or not the risks involved are proportional to the potential benefits of the outcome. If YES, proceed with the tasks after ensuring that:
   a. Goals both individual and team are understood.
   b. Responsibilities have been clearly allocated.
c. Safety measures and procedures are understood.

If NO then introduce additional control measures.

**Introduce additional control measures**

8. Incident Commanders will need to eliminate, or reduce, any remaining risks to an acceptable level, if possible, by introducing additional control measures, such as:

a. Use of Personal Protective Equipment e.g., safety glasses, safety harnesses.

b. Use of Breathing Apparatus.

c. Use of specialist equipment e.g., H.P., T.L. etc.,

d. Use of Safety Officers.

**Re-assess systems of work and additional control measures.**

9. Even when safe systems of work are in place, there may well be residual risks. Where these risks remain, the Incident Commander should consider if the benefit gained from carrying out the tasks against the possible consequences if the risks are realised:

a. If the benefits outweigh the risks, proceed with the task.

b. If the risks outweigh the benefits DO NOT proceed with the tasks, but consider viable alternatives.

**Development Stage of Incident**

10. If an incident develops to the extent that sectors are designated, the Incident Commander will delegate the supervisory role to Sector Commanders. They will be responsible for the health and safety of all personnel within their sector.

11. Sector Commanders may feel that they can supervise safety within their own sectors. Alternatively, after consideration, the Sector Commander may feel it necessary to nominate a safety officer. This officer will be reporting to or working with the Sector Commander.

12. As the incident develops additional factors may make the original course of action inappropriate, for example:
a. Fire-fighting tactics may change from Defensive to Offensive.

b. New hazards and their associated risks may arise e.g., the effects of fire on building stability.

c. Existing hazards may present different risks.

d. Operational activities may produce risks to people and/or the environment.

e. Personnel may need to be monitored for signs of fatigue.

Both Incident and Sector Commanders, therefore, need to manage safety by constantly monitoring the situation and reviewing the effectiveness of existing control measures.

Closing Stage of Incident

13. The three key activities involved in the closing stages of the incident are:

a. Maintain Control.

b. Personnel Welfare.

c. Incident De-brief.

Maintain Control

14. During the closing stage of an incident, personnel must not become complacent. The process of task and hazard identification, assessment of risk, planning, organisation, control, monitoring and review of preventative and protective measures must continue until the last appliance leaves the incident ground.

15. Incident Commanders should ensure that no personnel are exposed to any unnecessary risk at this stage of the incident, and officers should have no hesitation in halting work in order to maintain safety standards.

16. As circumstances permit the Incident Commander should nominate an officer to gather information for the post-incident review; this should include debriefing crews and officers before they leave the incident, whilst events are still fresh in their minds.
17. Details of any accidents, injuries or near misses that may have occurred must also be obtained and recorded in accordance with the brigades operational health and safety policy and procedures.

Personnel Welfare

18. The welfare of personnel is an important consideration for the command team. It must be given particular attention at arduous or protracted incidents that require a rapid turnover of personnel; and requires constant monitoring of physical condition of crews by supervising officers.

19. Early consideration of arrangements for the provision of relief crews, food and rest facilities, etc., for personnel should be incorporated into the incident planning process. These facilities should be located outside the immediate incident area and always away from any risk of direct or indirect contamination.

Post Incident Review

20. The post incident review may be conducted in either a formal or an informal manner. Generally, the majority of debriefs are undertaken in an informal fashion on return to station from the incident. However, it is sometimes beneficial to conduct debriefs on the incident ground whenever this is possible, as it may assist in explaining and clarifying issues which may arise. This is often referred to as “hot” debriefing.

21. Where a more formal debrief is being conducted, perhaps following a large incident, or multi-agency involvement, the format chosen for the review should be appropriate to the nature of the incident attended, and should be conducted in a manner that promotes open, supportive and constructive discussion of all aspects of the incident.

The main purpose of the debrief is to review existing:

a. Operational intelligence and information.
b. Personal protective equipment.
c. Systems of work.
d. Operational Procedures.
e. Equipment performance.
f. Training.
g. Fire-ground supervision.
Dynamic Risk Accessment Summary

Initial Attendance Stage of Incident

- Evaluate the situation, tasks and persons at risk
  - Select systems of work
    - Proceed with tasks
      - Yes
        - Assess the chosen systems of work
          - Are the risks proportional to the benefits
            - Yes
              - Consider viable alternatives
            - No
              - Re-assess systems
                - Yes
                  - Can additional control measures be introduced
                    - No
                      - Do NOT proceed
                      - No

Development Stage: Re-evaluate the situations, tasks and persons at risk.
Apply this model taking account of new hazards; introduce control measures as necessary.
Halt tasks immediately if the risk outweighs the benefits to be gained.

Closing Stage: Maintain the process of task and hazard identification, assessment of risk, planning, organisation, control, monitoring and review of the preventive and protective measures.
22. Following an incident it is important that any significant information gained or lessons learned must be fed back into the policies and procedures of the brigade. It is important to highlight any unconventional system or procedure used which was successful or made the working environment safe. It is equally important to highlight all equipment, systems or procedures used which did NOT work satisfactorily, or which made the working environment unsafe.

23. Risk-critical issues highlighted during post incident reviews should be addressed immediately through review of personal performance, equipment, working practices or systems.

The Tactical Mode

24. The declaration of the Tactical Mode is the outcome of the initial and subsequent dynamic risk assessments conducted by the Incident Commander at any incident, and should be recorded by Command Support and entered into the incident log by the communications control centre. The Tactical Mode procedure assists the Incident Commander to manage an incident effectively without compromising the health and safety of personnel by:

a. Ensuring that fire-fighting operations being carried out by a single crew, or sector, do not have adverse effects on the safety or effectiveness of fire-fighters in other crews or sectors. For example, it will ensure that B.A. wearers inside a building are not subjected to an aerial monitor being opened up above them, or to the impact of a large jet through a window from another sector without warning.

b. Generating a record of the outcome of the dynamic risk assessment process conducted by the Incident Commander.

25. Upon arrival at an emergency incident where immediate action is required, the Incident Commander will make an initial judgement as to whether it is safe to proceed with offensive operations. Normally with usual procedures and control measures in place it will be; therefore, “Offensive” mode can be declared. If the Incident Commander feels it is not safe enough, “Defensive” tactics should be used until a suitably safe approach to deal with the incident can be decided upon. If the
Incident Commander is unsure, “Defensive” mode should be declared and the Incident Commander should conduct a review of the risk assessment.


Offensive

27. This mode may be applied to a sector and/or the entire incident where the operation is being tackled aggressively. The Incident Commander will have established that the potential benefits outweigh the identified risks and will be committing crews to a relatively hazardous area, supported by appropriate equipment, procedures and training.

An “Offensive” approach is appropriate when identified risks are managed by additional control measures (Risk Control). This may be achieved by some of the following:

a. Elimination.
b. Isolation.
c. Substitution.
d. Control.
e. Correct level of P.P.E.
f. Appointing a Safety Officer.

28. Offensive mode is the normal mode of operation used at house fires, road traffic accidents and industrial premises to fight the fire, effect rescues, or close down plant, etc.,

Examples:

a. Committing B.A. crews to a smoke filled or toxic atmosphere to rescue persons or engage in fire-fighting actions.
b. Committing crews to a structural collapse to undertake rescues.
c. Committing crews to an R.T.A. rescue
The tactical mode is “Offensive”
The decision has been made to
fight the fire using teams working
inside the building.
Defensive

29. This mode may be applied to a sector and/or the entire incident, and indicates that the operation is being fought in a defensive approach. In “Defensive” mode, the identified risks outweigh the potential benefits, so irrespective of how many additional control measures are put into place the risks are too great. In such circumstances the Incident Commander would declare “Defensive” mode fight the fire with ground monitors and aerial jets, and protect exposure risks and adjacent property, without committing crews into the hazard area.

Examples:

a. Withdrawing a crew from a hazardous area because the risk has increased.

b. Using jets from outside the hazardous area.

c. Standing by awaiting expert advice and/or specialist equipment before committing crews.
Defensive Mode

The tactical mode is “Defensive”
The decision has been made to fight the fire from the outside.
The incident has been sectorised.
The front and left side sector 1, and rear right side sector 3.
Transitional

30. On occasion, particularly at large incidents, both “Offensive” and “Defensive” tactics may be implemented at different sectors of the incident ground. Where this strategy occurs, the incident is declared as being in “Transitional” mode. This mode may only be applied to the incident as a whole and NOT to any one sector. The main purpose of declaring “Transitional” mode is to keep commanders of sectors operating in “Defensive” mode, using large jets and perhaps aerial monitors, aware that other personnel on the incident ground may be operating in areas of risk, which could be affected by their operations or tactics.

Example:

a. A building fire being fought where the majority of sectors are in “Defensive” mode; has an annexe that can be saved, safely by using an “Offensive” approach in that sector

31. Before allowing a sector to operate in an “Offensive” mode, at an otherwise “Defensive” incident, which will cause the incident to become “Transitional”, the Incident Commander must be satisfied that the actions of one sector will not adversely affect the safety of crews in any other sector.
The tactical mode is Transitional. The decision has been made to fight the fire from outside the building. However, the Incident Commander has authorised Sector 3 Commander to undertake internal operations in a specific part of the building where crews will not be at risk from the effects of fire or other fire fighting activities in the main building.
Application of Tactical Mode

32. A Tactical Mode should be decided upon and declared at all operational incidents. As the incident develops and the Incident Commanders span of control increases, it is essential that all personnel are aware of the tactics on the incident ground and the prevailing tactical mode. The first verbal message and further messages to brigade control should include a confirmation of the Tactical Mode for the information of oncoming appliances and officers. This should be updated by informing brigade control of which mode the incident is in at frequent intervals (20 mins.).

Adopting a Tactical Mode when Sectors are in use

33. When the incident has been divided into sectors, the Incident Commander will retain responsibility for the Tactical Mode at all times. On occasions when Sector Commanders have to change from “Offensive” to “Defensive” quickly, they must take the necessary action for the safety of crews and then inform the Incident Commander of the developments.

34. However, if the Sector Commander wishes to change from a prevailing “Defensive” to “Offensive” mode, the permission of the Incident Commander must be sought and no change made until it is granted.

35. The Incident Commander will assess whether the Tactical Mode can change to “Offensive” in that sector, making the incident mode “Transitional”. This decision will be based on an understanding of the status of operations in all other sectors.

36. Sector Commanders must be involved in any decision by the Incident Commander to change the Tactical Mode. Sector Commanders may then implement the change effectively and ensure that personnel under their command are aware of the prevailing Tactical Mode. However, it is more usual for the initiative to change mode to come from the Sector Commander.
Responsibilities for determining Tactical Mode

Incident Commander

37. The Incident Commander should make an assessment of the incident and decide which Tactical Mode will be appropriate.

38. Any message sent should include which Tactical Mode is in operation at the incident, and this should be repeated at regular intervals e.g. 20 mins until the time that the ‘stop’ message is sent, and at appropriate regular intervals throughout the duration of the incident.

39. The Incident Commander should review and confirm the Tactical Mode on initial and all subsequent briefings to Crew and Sector Commanders.

Sector Commanders

40. Sector Commanders should continually monitor conditions and operational priorities in the sector, and ensure that the prevailing Tactical Mode continues to be appropriate. They must respond to adverse changes, withdrawing personnel from risk areas, if necessary, and advise the Incident Commander of the change in conditions as soon as possible.

41. It is appropriate to consider the appointment of a sector safety officer or officers, either for specific areas of concern (e.g. structure stability, dangerous terrain, etc.) or for general support. Such safety officers report direct to the Sector Commander, even if a ‘Safety Sector’ has been designated, but must liaise with members of Safety Sector at every opportunity.

42. It is essential to update the tactical mode to the crews working in the sector at suitably frequent intervals eg 20 mins.

Crew Commanders

43. All crew commanders should continually monitor conditions in the risk area and draw the attention of the Sector Commander to significant developments. They should also react immediately to adverse changes and withdraw crew members from the risk area without delay where necessary.
Summary of the Procedure

44. (a) Arrive at an Incident.
    (b) Evaluate the Situation.
    (c) Carry out a Dynamic Risk Assessment.
    (d) Declare Tactical Mode.
    (e) Communicate Tactical Mode.
    (f) Commence Operations.
    (g) Review Tactical Mode.

Confirming the Risk Assessment Phase

45. Having carried out the dynamic risk assessment and established a tactical mode, the Incident Commander will be aware of the immediate hazards, the people at risk and the control methods necessary to protect those people.

46. Because of the changing nature of the environment at an incident, the Incident Commander should reevaluate the dynamic risk assessment on a regular basis and introduce new control measures as required. The outcome of the review of this risk assessment will either confirm that the dynamic risk assessment and chosen tactical mode was correct, or will result in a change of mode with the appropriate declaration and action occurring without delay.

47. Responsibility for the review of the initial risk assessment rests with the Incident Commander, or where sectors have been created, this role may be delegated to the Sector Commander.

48. The outcome of the initial risk assessment review, should be recorded by Command Support, and entered into the incident log at the brigades communications control centre.
Safety Responsibilities of Personnel at Emergency Operations

49. In addition to other responsibilities set out previously the following requirements exist:

a. All personnel on the incident ground should wear the personal protective equipment that has been provided. The Incident Commander, having considered the health and safety of all personnel, and having taken all reasonable and practicable steps to minimise risks, may vary this standard;

b. All personnel should use the procedures in which they have been trained for operational incidents;

c. All personnel should be alert to the ever-changing environment at the scene of operations and the potential for exposure to hazardous environments; and

d. All personnel should be certain that they clearly understand the tasks that they are required to perform and should follow the instructions of the officer responsible for their area of work.

Violence and Anti-Social Behaviour

50. While recognising the broader social context which can give rise to dangerous situations, it is the practice of this authority to view all forms of violence and aggression against its employees while at work as unacceptable.

51. The approach to risk management in this case is, in so far as is reasonably practicable, to avoid staff exposure to violence while at work. Where it is not possible to avoid the exposure this authority will pursue a range of approaches with a view to:

a. minimising the exposure of staff;

b. preparing staff for situations they may encounter;
c. applying procedures and equipment to keep them as safe as possible;

d. recognising the potential impact on and providing support to staff who have been subjected to incidents of violence; and

e. working with communities to avoid fire services being a target for violent and anti-social behaviour.

52. It is also the practice of this authority to report to An Garda Síochána, where instances of violence are directed against staff. All instances of violence should be reported using the Hazard Report form in Appendix 3. Geo-coding of incident locations will be used to facilitate mapping of patterns. Where patterns are observable, the authority, in association with other relevant agencies will make a corporate decision about further response strategies. However, it is recognised that public and media “demonising” of certain areas may be counter-productive in terms of making the fire service a target for anti-social behaviour.

53. It is the practice of the authority to monitor and record instances of violence with a view to identifying patterns of violent behaviour, and where considered appropriate, to consider community and outreach-based strategies of working with potential offenders through arson, violence and vandalism prevention programmes.

54. It is the practice of this authority to consider providing appropriate training for individual employees where the threat of violence is identified as a serious hazard. While there are limits on its applicability, skills related to recognising potentially dangerous situations, defusing conflict, dealing with aggression and violent or threatening behaviour and break-away techniques may be of benefit.
Training for Fire Services

1. It is the practice of this authority to provide significant training for its employees. This includes recruit training, as well as annual training programmes. One of the objectives of training is to expose employees to the type of adverse conditions which they may encounter in emergency operations. There is a constant dilemma in creating conditions which are realistic enough to be beneficial, while not exposing employees to unnecessary risk in a training setting.

Training Practice

2. In relation to training, it is the practice of this fire authority to:

a. Ensure that all employees receive appropriate training, in suitable conditions, which enables them to acquire and maintain a level of competence appropriate for the job;

b. That, where available, national syllabi and guidance are used in devising training programmes;

c. That appropriate facilities are used for training;

d. That appropriate instructors provide all training;

e. That training is supervised, and records kept of training undertaken by all employees; and

f. That the safety culture of the fire service is reinforced in all training.

3. There are a number of specific hazard which arise in relation to training. Individual risk assessment sheets are included in Appendix 12.