HEALTH AND SAFETY
MANAGEMENT IN THE MSSC

MARINE SOCIETY

SEA CADETS

Mike Robertson, Interim Head of Health & Safety
IRM Seminar, Manchester, 18 October 2012
Overview

- What is the Marine Society and Sea Cadets (MSSC?)
- What are the H&S management challenges?
- How are these being addressed?
- Lessons learned
History

**Marine Society**
- Founded 1756
- Need for seamen after 7 year war with France
- As war ended, need declined → charity established its own training ship
- → continued to support maritime community till 1944
- 1976, merged with the Seafarers Education Service → educational services + libraries to ships

**Sea Cadets**
- Established 1856 by sailors returning from Crimean War → set up Naval Lads’ Brigades
- 1919 the Admiralty recognised 34 brigades → the Navy League Sea Cadet Corps
- During the war the Navy League undertook pre-Service training with 1000’s going on to active service
- In 1942, with King George VI as Admiral; the Movement was renamed Sea Cadet Corps
History

• MSSC formed in 2004 when the Marine Society, and the Sea Cadets merged. Both have different audiences but both share very similar and historic beginnings

• Sea Cadets is the UK’s largest nautical youth charity.

• We work across the country in 400 towns with 14,000 cadets aged between 10 and 18
Our vision for MSSC

To be the leading maritime charity for youth development and lifelong learning

Sea Cadets
• To give young people the best possible head start in life through nautical adventure and fun

Marine Society
• To be the first in learning and personal development
We will achieve this by:

Sea Cadets

• Offering a fantastic sea cadet experience that inspires young people through fun and adventurous nautical activity to learn and develop new skills that give them a head start in life, and supporting and engaging with our volunteers who are vital to delivering this.

Marine Society

• Supporting personal and professional development, we enable those who go to sea or work in the maritime community to learn new skills, gain accredited qualifications and realise their full potential.
Sea Cadets – Inspiring the next generation of sailors
Giving young people the best possible head start in life through nautical adventure
A day in the life
Volunteer support

• Volunteers underpin the Sea Cadets
• Each unit is a charity in its own right
• 9,000 volunteers train and entertain cadets, run, fund & manage their Sea Cadet units
• Without their commitment we could not provide the range & quality of support to young people
MSSC organisation chart

 Organisation Chart  
 9/10/2012 

MSSC

Marine Society

Library & Book Services

Seafarers' Education/Professional Development

Area Offices

Northern Area

South West Area

Southern Area

North West Area

Southern Area BS

Crosby Lake Adventure Centre (Sea Cadets)

Eastern Area

London Area

Thrapston BS

Welsh Harp BS

Royal Victoria Docks BS

SCTC

HMS Raleigh

HMS Excellent

HMS Caledonia

Offshore

Weymouth

National Booking Centre

SOG Stores

Port Edgar BS
The H&S challenge (1)

- Merger of two organisations with strong historical naval traditions
  - order/discipline/hierarchy $\rightarrow$ bureaucracy
- MoD provide the biggest source of funds to the charity (~£11m from ~£20m)
  - MoU between MoD and MSSC demands particular assurances on how training activities are delivered
- The range of development activities offered means that there are a multitude of stakeholders
- Reliance on volunteers to support delivery
The H&S challenge (2)

- Safety performance overall is good... but
- An independent review of the safety management system identified areas for improvement:
  - Diversity of development activities, routes to delivery and supporting assurance processes → lack of clarity in responsibility and accountability
  - Compliance with stakeholder requirements and assurance undertaken ‘piece-meal’ → no overall comprehensive assurance system
  - General perception (reinforced by Lord Young’s report) that H&S has become a barrier for life development
Lord Young – Common sense, common safety (October 2010)

- “…………, the standing of health and safety in the eyes of the public has never been lower…………………………… Press articles recounting stories where health and safety rules have been applied in the most absurd manner, or disproportionate compensation claims have been awarded for trivial reasons, are a daily feature of our newspapers. “
- “All this is largely the result of the way in which sensible health and safety rules that apply to hazardous occupations have been applied across all occupations. ………………….the EU where the Framework Directive of 1989 has made risk assessments compulsory across all occupations, whether hazardous or not, and part to the enthusiasm with which often unqualified health and safety consultants have tried to eliminate all risk rather than apply the test in the Act of a ‘reasonably practicable’ approach. “
“This disproportionate approach has also had a negative impact on education in this country and has decreased the number of opportunities available to children to experience risk in a controlled environment, especially through school trips and competitive sport. My proposals aim to ease the administrative burden on teachers that the current health and safety regime has brought about to ensure that children do not miss out on important experiences.”
MSSC weighed down by regulation and documentation

<table>
<thead>
<tr>
<th>Legislation</th>
<th>Cadets</th>
<th>Volunteers</th>
<th>Employees</th>
<th>Offshore</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• In loco parentis</td>
<td>• Duty to 3rd parties through HSWA etc. 74</td>
<td>• HSWA etc. 74</td>
<td>• MCA Code</td>
</tr>
</tbody>
</table>
|             | • Duty of Care          |                                  |                       | • Vessels relevant MCA legislation |• M notices

MSSC
- Sea Cadet Regulations (SCRs)
- ASCRs (e.g. ASCR5)
- Safety policy

Royal Navy Conformance
- Training Afloat Regulations and Safety (TARS)
- Cadet training safety precautions
- Hosted units site regulations

RYA
- Annual audit of accredited sites

Industry guidance
- Association of sail training organisations (ASTO)
- Maritime and Coastguard Agency (MCA)
- Marine Accident Investigation Branch (MAIB)
Information overload?

- Training Afloat
  - Regulations & Safety (196 pages)

- Joint Service Publication 535
  - Cadet Safety Training precautions Part I (45 pages)

- Joint Service Publication 535
  - Cadet Safety Training precautions Part II (73 pages)

- Sea Cadet Regulations (177 pages)

- Adventure training and other challenge pursuits manual (151 pages)

- Safety and Environmental Manual (ASCR 5) (72 pages)

- Sea Cadet Uniform Regulations (ASCR 2) (155 pages)

- Sea Cadet Training Instructions (ASCR 1) (292 pages)

- Joint Service Publication 814
  - Policy and Regulations for MoD Sponsored Cadet Forces (87 pages)

MSSC
MARINE SOCIETY & SEA CADETS
Charting a course – Our vision and strategy to 2017

Six top priorities:

1. Improve Sea Cadet premises
2. Replace our flagship TS Royalist
3. Simplify regulations and procedures
4. Implement a new library service
5. Refine our safety management system for the whole charity
6. Grow our national fundraising and trading income
Charting a course – Our vision and strategy to 2017

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Charting a course – Our vision and strategy to 2017

• Simplify regulations and procedures
  • Reduce document proliferation
  • Eliminate duplication (Project Shred)
  • KISS, KISS, KISS……..

• Refine our safety management system for the whole charity
  • Review, refine and simplify
  • Change thinking from :
    • “We must comply with X and Y and Z”, to
    • “As long as we comply with A, then everything else will be sorted
Information overload?

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- Joint Service Publication 814
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Unit Commander
What does this mean in practice?

- Having a plan
- Linking plan to the Vision and Strategy
- Ensuring that activities are consistent with this

- Looking for quick wins (to get people on board)
  - Communicating a simple description of the future SMS
  - Providing tangible examples of practical benefits
Health and safety policy

Organisation

Management arrangements

Records

- 'Duty of Care'
- Cadets, volunteers, staff, public
- Treat all parties in same way

- Structure
- Responsibilities
- Competencies

- Training programme
- Development activities
- Delivery plans
- Risk assessments
- Risk controls

- Evidence
- Audit
- Assurance
### Current risk assessment template

<table>
<thead>
<tr>
<th>ID</th>
<th>Activity / Element</th>
<th>Hazards Identified</th>
<th>Existing Controls</th>
<th>Residual Risk Acceptable?</th>
<th>Additional Controls Required</th>
<th>Residual Risk Acceptable?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(Step 1)</td>
<td>(Step 2)</td>
<td>(Step 3)</td>
<td>Yes/No</td>
<td>(Step 4)</td>
<td>(Step 5)</td>
</tr>
<tr>
<td>1.</td>
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<td>2.</td>
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<td>3.</td>
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<td>4.</td>
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</tbody>
</table>

Unnecessary complexity?
## Future risk assessment template

<table>
<thead>
<tr>
<th>Activity / Element</th>
<th>Hazards</th>
<th>Parties exposed to hazards</th>
<th>Controls (Highlight any additional or exceptional controls)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
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<tr>
<td>2</td>
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<td>5</td>
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<tr>
<td>6</td>
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</tr>
</tbody>
</table>

Less is more!!
# Old incident reporting categories

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Minor Injuries</strong></td>
<td>Cuts, abrasions, mild knocks on head, muscle strain, mild sprains, minor medical event, fainting</td>
</tr>
<tr>
<td><strong>Serious Injuries</strong></td>
<td>Breaks to fingers, thumbs, toes, foreign matter in eyes with little adverse effect, more serious cuts and wounds, breathing difficulties, serious sprains and dislocations, heavy blows to head, significant medical event, disease with rapid recovery</td>
</tr>
<tr>
<td><strong>Major Injuries</strong></td>
<td>Breaks to main frame bones and arms and legs, eye injuries, unconsciousness but not fainting, serious bleeding, significant head injuries, retention in hospital, medical event requiring hospital attention, minor amputation, disease with prolonged recovery, heart or breathing difficulties.</td>
</tr>
<tr>
<td><strong>Critical Injuries</strong></td>
<td>Multiple fractures, injuries to key internal organs, serious head injuries, medical event requiring extended hospital stay, loss of sight, major amputation, loss of hearing, disease with lasting disability, serious heart or breathing difficulties, near drowning.</td>
</tr>
<tr>
<td><strong>Death:</strong></td>
<td>Death through injury or medical event; the death, injury, medical event or the discovery of the onset of the medical event occurring during cadet activities.</td>
</tr>
<tr>
<td><strong>Dangerous Occurrence</strong></td>
<td>An event often causing damage to property, equipment or materials but for good fortune could have resulted in serious injuries or worse.</td>
</tr>
</tbody>
</table>
## New incident reporting categories

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Minor</strong></td>
<td>• Cuts and abrasions (requiring no more than a plaster)</td>
</tr>
<tr>
<td></td>
<td>• Mild knocks on head</td>
</tr>
<tr>
<td></td>
<td>• Mild muscle strain / sprains</td>
</tr>
<tr>
<td><strong>2. Serious</strong></td>
<td>• Serious cuts, wounds and abrasions (requiring at least a dressing)</td>
</tr>
<tr>
<td></td>
<td>• Break to fingers, thumbs, toes</td>
</tr>
<tr>
<td></td>
<td>• Foreign matter in eyes</td>
</tr>
<tr>
<td></td>
<td>• Heavy blow to head</td>
</tr>
<tr>
<td></td>
<td>• Serious sprains / dislocations</td>
</tr>
<tr>
<td></td>
<td>• Anything that requires medical treatment or dressing</td>
</tr>
<tr>
<td><strong>3. Major</strong></td>
<td>• Serious cuts or wounds requiring stitches</td>
</tr>
<tr>
<td></td>
<td>• Break to main frame bones, arms or legs</td>
</tr>
<tr>
<td></td>
<td>• Eye injury resulting in loss of sight (temporary or permanent)</td>
</tr>
<tr>
<td></td>
<td>• Injury to key internal organ</td>
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<td></td>
<td>• Amputation</td>
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<td></td>
<td>• Anything that results in unconsciousness (including fainting)</td>
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<td></td>
<td>• Anything that results in hospital attendance</td>
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<tr>
<td></td>
<td>• Man overboard (offshore operations only)</td>
</tr>
<tr>
<td></td>
<td>• Near drowning</td>
</tr>
<tr>
<td><strong>4. Death</strong></td>
<td>• Death through injury or medical condition(*) during, or arising from, cadet activities.</td>
</tr>
<tr>
<td><strong>5. Dangerous occurrence</strong></td>
<td>An event often causing damage to property, equipment or materials but for good fortune could have resulted in serious injuries or worse</td>
</tr>
</tbody>
</table>
Lessons learned

- Change can never be imposed:
  - People must welcome the change and embrace it
- This can be encouraged by:
  - Having a clear vision and strategy
  - Ensuring that you continually reinforce this and that any activities (change) are consistent with this
  - Provide practical tools to help individuals
  - When you ask for something ‘new’ – ensure you show what is being taken away
Thank you!

Thank you for offering us the chance to show you who we are and what we do - your support is vital.

You can find out more about us here:
ms-sc.org
sea-cadets.org
marine-society.org