9 October 2018
Liverpool Football Club
Anfield

Developing a Safety Culture in the Workplace
Introductions

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Our journey at Eric Wright
Back in June 15 I had just started our journey and I was basing our plan on previous experience. I had successfully implemented a similar programme with a previous employer.

Our programme appears to be gathering some momentum and paying dividends.

Click

I’ve inserted data Jan – Sept from 2015 through to this year.
2015 to 16 we had a reduction of 8 accidents (hardly worth the effort except for the 8 people who it never happened to!)
2016 to 17 we had a reduction of 37 accidents (20% reduction)
This year in the same reporting period we have had 65 fewer events (46% reduction)

I’m not bragging and I’m not saying its all about what I’ve done, we have been trying to improve in loads of areas but that is a tremendous improvement.
I’m hoping I can give you some pointers to help you.

However, you may have some ideas for us & we’d welcome them. My contact details are on the end of the presentation.

Purpose of the presentation

To tell you:
  – How we started
  – What we did
  – What we’ve learnt
  – The next step
The board wanted to be better but didn’t really know why or how, so were looking for ideas.
We needed to understand “better at what”

Click

1. Clearly less accidents. However, I wasn’t convinced we were reporting all of the accidents & most of the reports focussed on actual outcome & not potential!
2. Inspection trends were what they were, I wasn’t sure about our benchmarks / standards
3. People were happy with some things and not with others
4. Reviewed and updated the strategic risk assessment
Our strategy

• Based upon HSE research
  —Strategies to promote safe behaviour as part of a health and safety management system CRR 430 / 2002

• HSE
  Leadership & worker involvement toolkit

Our strategy is based upon the HSE Contract Research Report 430 Strategies to promote safe behaviour as part of a health and safety management system. There are some fantastic case studies from the Olympic Park, which should help senior management understand the benefits.

There are links to these documents on the last slide.
What is a Safety Culture?

Individual and group
Values
Attitudes
Perceptions
Competencies
Behaviours

How we do things around here

The safety culture of an organisation is the product of individual and group values, attitudes, perceptions, competencies, and patterns of behaviour that determine the commitment to, and the style and proficiency of, an organisation’s health and safety management. Organisations with a positive safety culture are characterised by communications founded on mutual trust, by shared perceptions of the importance of safety and by confidence in the efficacy of preventive measures.”

A real mouthful but can be summed up as “How we do things around here” it’s not what we say but what we do that create the culture.

A question for you to ponder while we continue – doing things is a behaviour – so is culture our behaviour.
The Keil Centre Safety Culture Maturity Model. The theory is we work our way up the maturity model to become a better business. NOTE: this is not just about H&S it is a transferable process and applies across every discipline.

Network Rail has developed a questionnaire based upon CMM. It asks questions and provides a measure of where we believe we are on the model.

Links to HSE research document & NR Dimensions of Safety questionnaire at the end

The further up the maturity model the greater the influence of the workforce – an interdependent state
I think this is one of the most important steps in improving

CLICK

Why are loss events not reported? Fear of reprisals, fear of failure, not worth reporting, too much effort, I don’t like looking in the mirror and seeing where I have failed!

CLICK

The purpose of the investigation has to be clear
– is it to identify the root cause to prevent recurrence,
- is it to find someone to blame or
- is it to help build a defence if it goes to court.

You have to have a robust and honest reporting process in place.

We developed an in-house course for our managers, it was vetted by our insurers (that helped to keep them in the loop)

WARNING
Tell your boss accident stats will increase

**Loss** investigation skills are transferable they can be used for environmental, quality, production or commercial disciplines. We need to welcome bad news not drive it under.
We purchased the HSL Climate Survey

Feedback clearly indicated 2 areas of concern

We also needed to celebrate the successes, areas that were less of a concern.
Steering group is chaired by the Construction MD
Representatives from 2 of our subcontractors
Representatives from our insurers
As well as a cross section of our management team, we even have our communications officer attending.

It never worked! I think this was because the other leaders didn’t feel like they’d had an input
It took me a year to recognise that it was failing
Culture change steering group

• Now this appears to be working!
• It’s made up of our Managing Directors and Operations Directors

• I’ll come back to this later
I mentioned earlier that we reviewed our strategic risk assessment this identified our 10 Key Risk Areas, the areas that were causing us most pain.

To address the issue of “usability of procedures” we decided to focus our improvement campaigns on the 10 KRA’s

We encouraged the workforce and line management to create simple, not rules but observable behaviours both safe & unsafe that we thought would help deal with the issues at site level.

We then transferred the information to the site posters
We are trying to create some simple easy to follow Key Safe Behaviours (Rules)

I have been advised that 7 is the optimum number but no more than 10 rules or people switch off. LESS IS BETTER APPARENTLY

We stayed focussed on the 10 KRA’s
After attending the HSE go home healthy launch, I realised we had a blind spot.
Safety in the UK is pretty good in comparison to the rest of the world, ok 1 death is 1 too many but to bring that into context 12,000 people a year are dying prematurely through work related lung diseases.
When I looked at our measures I noted that we weren’t really lung at lung health, we’d done some great stuff on asbestos and silica.
Our Occ Health provider Clarity Healthcare are helping us come up with a lung health campaign
They have just finished delivering a mental health TBT on all of our sites, fantastic support!
I believe that these positive initiatives positively contribute towards our improved culture.
Campaigns during 2018 were met with some enthusiasm by both the board and workforce. However, half way through the year I started to hear “information overload” so next season we’re going to half the number of campaigns. So for 2019 we have halved the number of topics.

The workforce campaigns typically consist of the issue of some posters and a TBT. For the business we reviewed the procedure, drafted a process map (1 page picture of key steps) some times we would trial something new and include in the management briefing. From both management & the workforce we’d actively seek feedback.
To tackle accident & incident reporting we had to encourage good quality investigation and reporting. I wanted to create a culture of reporting and it came to me after a serious accident.

Tomo was installing Curtain walling on one of our projects, working from a cherry picker. He had set up his laser level as indicated. His boss instructed him to remove the counterweights from the head bracket, he moved the laser level but left the weights.

The weight fell & struck him on the head.

During the interviews 3 of his work mates said they saw it and thought it was unsafe & offered 3 different solutions that would have been safer. None of them were brave enough to say it to Tomo. He spent several weeks in hospital

This made me think about Positive Intervention
In a bid to encourage reporting we have introduced Positive Intervention, but we are also encouraging the reporting of accidents by empowering the line managers to investigate and report on their own accidents.

We are in the process of encouraging people to make observations and to take positive action if something is found to be unsafe. Similarly we should be encouraging people to positively reinforce good behaviour.
We developed a programme in conjunction with Keystone Training. Tim & Arfur, actors role play a typical manual handling activity Tim is .. Timid but safe whereas Arfur just wants to get the job done & get away to the darts. He eventually pulls his back, don’t worry no actors were hurt in the making of the production! The audience we invited to intervene so they actually started to get involved in developing our Positive Intervention process.

They were also invited to write down the Safe Behaviours for the 10 KRA’s

We travelled around the patch delivering 11 sessions, all of the sites shut down and attended

We had over 1,000 delegates attend staff and subcontractors

Roll out

- Keystone Training
- Workgroups developed the KRB
- 11 x ½ shift sessions, over 1,100 delegates
Gradually the number of PI’s is increasing from across the business
2015 = 794
2016 = 973
2017 = 1,194
2018 = 960 but we are missing 3 months data from this count
We are finding significant improvement by consulting with the workforce and other stakeholders.

The longest running forum has been the PPE forum, the initial forum established minimum standards for PPE and the forum members were asked to trial the PPE and provide feedback. It now reconvenes but only for specialist PPE e.g. welding overalls was the last one.

Subcontractor forums have been a revelation; you’d think getting competitors in the room together would be bedlam but actually it refreshing and they all get it. They were happy that they could tender on an even field and knew the standards that we were expecting. These forums are not one way, the subcontractors are invited to provide us with feedback. We’re not Lilly white and need to address some areas of concern.

The branding workgroup met 3 times and produced the Safe People Safe Place logo.

We’ve had a number of accidents involving forklift trucks, I’m happy to say that nobody was seriously injured in the events but it did make me think what might have happened. On the workgroup were a couple of forklift operators, site managers, our plant manager and we invited representatives from UK Forks. That was a very smart move, as one of them assisted with the development and drafting of the HSE / CPA guidance on forklift
operations. We also had a CITB plant instructor who later wrote a course for our managers.
Safety Circles

- Thorough investigations
- Encouraging “looking in the mirror” and asking “What did I do that contributed?”
- Director led reviews
  - Next step is peer led reviews
- Anticipatory regret

- The Future – Safety Circles when its gone well!

Again here it is Safety & not Health, I need another catchy event title that can be used for Health

Congratulate good quality investigations

Encourage reflection on the role that the everyone played in the loss event.

Director led reviews – this is building the leadership skills but the ultimate goal is peer led reviews

Anticipatory regret is a fantastic method of making people reflect.

We’ve completed 1 positive safety circle – If you think back the only time we get involved is when its gone wrong, so our profession is associated with bad news but if we can be the instigators of positive reinforcement – Boom winner as my mate Klopp would say!
I believe that nobody comes to work to have an accident nor do our managers want to manage one!

I believe the issue is a focus on the output & not on doing the job!

I believe the way to resolve this is to upskill, educate & train in a culture where people are thanked for working healthy and safely. This means a shift in the way we manage.

It means fostering a culture of trust & respect

**Director training** has been around culture and values, I’ve had several attempts but clearly I’m not clever enough to get the message across or I’m wrong! We have engaged a business consultant to have another go at helping us clarify the values for the business. **Line management** training is really unlocking the gate keeper, it’s had limited success because they are still getting mixed messages around meeting the programme, I absolutely believe that if I said “Fred” is going to have an accident and I need to spend £10k to make sure it doesn’t I would have a cheque in my hand in 5 minutes.

Some of the training is also about clarifying new / revised processes and standards **Worker** training is about encouraging ownership of standards and empowering the worker to stand up and say no when they need to and to being mindful of their working environment.
H&S professionals, we are not the finished article by any stretch of the imagination for me “every day is a school day” I learn something new every day and I think I will continue to until my last day. I encourage subject matter training and engaging with the expert (the worker)

So what is this Safety Coach person!
Volunteers are more likely to have the aptitude to learn the coaching skills. They are invited from our supply chain as well as our own staff.
I mentioned earlier that the steering group wasn’t working, I found I was reporting into the steering group about what I was doing? During discussions with some of the directors I started to hear things like “well the plans are already agreed I don’t get a say”, “I don’t feel like I’ve been involved”

**CCSG**

- ¼ Safety Coach forum 10 – 2
- A couple of directors attend all day
- All MD’s & Op’s directors attend CCSG 12 – 4
- There is a cross over, directors listen to feedback from the coaches then at 2pm we have the CCSG
Steve Bailey – my journey

- Wood Machinist
- Plasterer
- Trade counter assistant
- FM site supervisor

Wood machinist for 6 yrs
Plasterer for 2 yrs
Plumbers trade counter for 3 yrs
Started at EW FM in 2003
My role

- General maintenance of properties (caretaker)
- Emergency call out
- Statutory test (fire alarms, legionella test, etc.)
- Induct and supervise contractors
- Eric wright safety coach
The road to becoming a Safety Coach

• Gary Dearlove of Keystone Training was the instructor
  – 4-day course on coaching skills
  – How to approach and speak to people
  – Use of actors in the role play
  – Backing of the directors

Gary was awesome
3 days training & 1 day catch up a month later
The course gave me the confidence to have a difficult conversation
The actors role played various situation and scenarios to help demonstrate various techniques for having a conversation
Reassurance that the company wanted to improve H&S standards and that we had the backing of the directors
The role of a Safety Coach

- I felt it was to be an extension of the safety team
- Being site based we can see the hazards sooner
- Raising PI’s when necessary
- Hear issues from colleagues and share with the management team and H&S team.
  - Safety Coach forum

Seeing hazards sooner than the management team & taking appropriate action
We have regular meetings with the management team within our business and on a quarterly basis we have Safety Coach forum and meet with the MD’s from across the group,
The whole thing got me thinking, the training, interacting with contractors, the consultation
Reflecting on the past and thinking how lucky you’ve been But then you’ve been thinking about the future and how you’ve taken to H&S, which became apparent after attending the courses and working more closely with the H&S team.

The Safety Coach role

- The hazards I was exposed too
- The near misses I had
- The accidents I had

I was lucky, things could have been very different.
A chance to join the H&S team

- How do I become a health and safety adviser?
- What training and qualifications do I need?
- Would anyone take me seriously?
- Enquire about any opportunities
- Encouraged to start training
- I start 12 Nov

- I approached Scott about any opportunities to join the H&S team. At the time there wasn’t but I was invited to do a bit of work shadowing and encouraged to start my NEBOSH cert
- I’m pleased to advise I’ve just completed it and await the NGC2 results (wish me luck)
- However, last month one of the H&S Advisers moved on and an opportunity presented itself
- I start on 12 November
In summary you must;

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<th>Plan</th>
<th>Have board engagement &amp; buy in</th>
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<td>Get help, the more the merrier. Its empowering</td>
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<td>Understand what you want to improve</td>
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<td>Make a plan</td>
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<td>Review your existing data</td>
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<th>Do</th>
<th>Carry out an employee survey</th>
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<td>Engage &amp; listen</td>
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<td>Keep it simple</td>
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<td>Be consistent &amp; repeat</td>
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<td>Change it, if its not working</td>
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**And you must also;**

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<th>Check</th>
<th>Act</th>
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<td>Do another survey</td>
<td>Respond to the feedback you get</td>
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<td>Listen to your employees</td>
<td>Develop new initiatives but keep to the plan – keep it fresh</td>
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<td>Put measures in place (leading indicators are better)</td>
<td>If it’s worth doing, do it &amp; make it personal</td>
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<td>Feedback to the troops &amp; board</td>
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Links

http://www.hse.gov.uk/gohomehealthy/
http://www.hse.gov.uk/aboutus/london-2012-games/case-studies.htm
http://www.hse.gov.uk/pubns/books/hsg48.htm

Keystone Training https://www.keystonetrainingltd.co.uk/

If you want to contact Scott Ellis please do so via email
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Thank you