

Company C

RC AWARD 2018

During 2018, the site passed the milestone of 5 years since the last lost work day accident.

This has followed from a long term initiative, started in November 2012, to improve hazard awareness amongst the operational team through near miss reporting. Various methods of engagement have been used:

1) Presentation:

This defines a near miss, why near miss reporting is important (referring to Bird's / Heinrich's Triangle), and our procedure.

2) Classroom sessions:

In small groups, hazard spotting from photographs of real life situations – "Can you see what's wrong with this picture?" – encouraging discussion and involvement. these sessions were monthly for the first year of the initiative, to embed the concept.

3) Mentoring:

1-to-1 sessions, taking the employee to a location different to his / her workplace and identifying actual or potential near misses, help to clarify expectations, and allow the employee to ask the kind of questions he / she may not feel able to ask in a group situation. These sessions were targeted at those employees who had not reported many near misses, to give them confidence.

4) Reinforcement:

Near misses are reviewed by site management on a regular basis, and any which require further work are actioned. This outcome is then fed back to the initiator, so that he / she is made aware of progress and is reassured that the concern is not being ignored.

All near misses are discussed at the quarterly security, safety, health and environment meetings, and the "Top 3" are agreed, for presentation at the following month's management meeting.

Over the course of the initiative, the process has been reviewed and revised. Six years in, the training focus is now on reinforcement, with the other methods reserved for new employees. The near miss procedure has also been revised, acting on suggestions from the employees. Our original near miss reporting form only had space for the immediate action taken; and if this was not sufficient to rectify the near miss, there was no way to record if any additional action had been required; thus, a further section was added.

Engagement by the employees has been increasingly enthusiastic. In the first full year, 320 near misses were reported; in 2017, this number increased to 1043, and to the end of November 2018, we have reported 1380.

Leading on from the success with the operational team, this initiative was implemented for the office staff in 2017, and its effect is beginning to be seen with an uplift in near misses reported from the head office.

Hazard awareness has been further reinforced by the introduction of our concept for dynamic risk assessment which we call "The Handbrake Moment", following an easily avoidable LWDA at our

overseas site. Taking as its model the Deming cycle, it provides a structure to the thought process behind the assessment, starting with the instruction to pause for a moment before starting a task, and to think “is this the safest way I can do this task?”.

This is formalised as:

STOP – take a moment, slow down

THINK – about all the possible things that could go wrong

DECIDE – what is the safest way

ACT – and do it, remembering that things can change while the task proceeds, so the “Think” stage needs to happen all the time

All employees are also encouraged to apply this in their activities outside work.

“The Handbrake Moment” has been developed into various promotional materials (coaster, mouse mat, stand-up banner), and these have been distributed to office and operational staff, as well being used in commercial settings. “The Handbrake Moment” is also used in all company briefing presentations, representing the company’s focus on safety.

Guiding Principles demonstrated: GP5 Training, GP2 Management of Risk; GP7 Ongoing Improvements; GP4 Provision of Information

The Responsible Care programme gave the structure to the company’s management system, facilitating continuing accreditation to ISO 9001:2015, ISO 14001:2015, and BS OHSAS 18001:2008, compliance with COMAH Reg 5(1) and Sched 2 Safety Management System, and compliance with DSEAR Reg 8 emergency response (GP6).

Responsible Care is presented as the fundamental ethos of the company in all new starters’ Safety Inductions, and drives all the company’s interactions with external bodies such as regulators and auditors.

The Improvement Plan is discussed at all quarterly SSHE meetings at the operational site and at head office, and at the annual senior management review.

December, 2018