

Roy G Whitford

...within the Senior Management Team itself. Our initiative is known as the Working Together Working Safely Initiative and it is a novel approach to behavioural safety. Its novel in the sense that it includes everything that we spoke about today but its hidden away and the people who are being influenced and affected by it don't actually feel as though they're being scientific in life which is a good thing.

Let's talk about this journey then. Through the 90s we faced the same problem as the rest of you, we had to get everything in place following the introduction of the six pack, we needed our procedures and our risk assessments, we needed to get shelves for the big books that really made us feel comfortable about our health & safety performance. We didn't really care about these people, we had shelves full of books and as safety professionals – I think you can all nod, I've seen one or two of you nodding and it brings back good memories – we did that and then we thought we need to just benchmark ourselves and see whether we're actually getting it right. And so we brought the British Safety Council in, we did five star audits, we got five stars on the first attempt in Andover, we got five stars on the first attempt in Newcastle, this told us how wonderful we were with our procedures and processes etc.

We applied for the Sword of Honour and we got the Sword of Honour at Andover. We applied for the Sword of Honour and we didn't get it at Newcastle – God knows why it was the same submission but there we go, that's up to the BSC. But at the same time North Shields were actually doing some work with Sunderland University and they ended up getting a European award from ((?Bill Bail – 1:39)) so they didn't feel too bad about it.

In 2003 Twinings decided it was going to buy Ovaltine. We became a truly international company working in 14 countries, four continents, 2,500 people and we moseyed on. We realised very quickly that we'd got the procedures in place in our international place and now we've got back to this behavioural

focus. The trouble with behaviour I believe is it's very, very difficult. There's a question that we ask ourselves and that is where do I begin?

For those people in the audience who are not really into this and are looking at it, it's frightening. And if you take safety as a separate entity you're going to fail. Safety is part of all these other things that you can see on the screen and the easiest way to say it, I think we all say it, is that safety simply is just one piece of the massive, massive jigsaw.

In 2006 our General Managers, our General Managers are those direct reports to our Chief Executive, okay so not General Managers as some of you may understand, they are the top honchos. They had a meeting, I think it was in New York or some other exotic place, and in that meeting one of the things that they discussed and always do is health & safety. And they were very impressed because we'd got all these procedures and everything else in place but they were concerned because we were still having accidents.

And they actually came up with an initiative; it was called the Working Together Working Safely Initiative, why? Because they endorsed this plan because they wanted to create a new impetus behind health & safety, they wanted to instil a climate of accident avoidance or incident avoidance, they wanted to expand this out of the manufacturing only environment and get it into the commercial. Half of our workforce were working in commercial environments. They wanted to be able to measure using a... I've put a league table here, KPIs, Management Reports etc, etc. They wanted to continue to own and drive the focus through their own General Management meetings, they wanted to communicate the activities both good and bad, wherever they were happening in the world, and they wanted to ensure compliance, not only legal compliance but compliance with our own internal procedures.

The Working Together Working Safely Initiative was introduced and it's based on six KPIs, three reactive, three proactive and the idea behind it, if you want an overarching concept, is to immerse our employees in safety. There is no escape.

The elements: health & safety policy, the key performance indicators themselves so that we can measure what we're doing and we all know that what gets measured gets managed, individual targets, training and education to support those targets, communication, commitment, continual improvement, competence and discipline. There's nothing new here, we've been talking about it all day or the last two days, it's exactly what we've been doing.

Health & safety policy is reviewed, revised, re-written by our Chief Exec. I spent 20 minutes/half an hour or so with him, he takes it home at the weekend, he comes back, he gets very excited, he changes one or two words, very subtle, but he owns it, it's his document. Then that is sent out to all the General Managers who turn it into all the different languages and it's posted on the wall in English, Tai, Australian.

Key performance indicators, we said there were six, the three proactive ones, and these are the important ones because this is stopping the accidents before they happen, the other three as you know is measuring your accidents and that's too late. What we have here, we actually manage or measure our senior management commitment to this initiative. It didn't go down too well when I said that that had to be in here but it needs to be there.

We measure through our departmental involvement – I've used safety audits and tours, there's lots and lots and lots of other safety activities to get involved in – and we measure employee involvement, but at this level we're not measuring individual employee involvement, we're measuring that level of involvement as a site KPI, so the site management has to manage time, effort and availability to get the employees into these activities, into this emerging project.

The reactive – well that's exciting we know – LTI and we have some internal measure which I designed which is an accident incident injury ratio, which

actually measures severity of an injury, an accident or incident rather than just its frequency.

So I brought these guys in, I may as well let them speak.

Steve Swadling

Thanks Roy. Well I'm the Union Representative at the Andover branch of Twinings. Part of my job there is operating tea packaging machines. One of the key elements of the Working Together Working Safely culture is getting individuals involved in this. Now we do the general risk assessments and the audits on the line but it's getting the individuals to do things which may not be part of their everyday job, which includes, if they've got a company vehicle, taking responsibility of that company vehicle and doing an assessment on that as well.

Every 12 months we do a PDP with our Managers and they give us a review of where we are and where we need to be. Part of that is to earn 20 personal safety targets activity points, which we can get via a lot of different ways. It's up to us individuals to decide how we get those points, but it's up to the Managers to release us if we need time off of the line to get those points.

Jack O'Neil

Good afternoon, I'm the Safety, Training and Admin Manager from Andover.

Training and education we just tend to call development, so it's the one word, so whenever I refer to development from now on that's what I'm talking about.

A question how does development affect health & safety or safety behaviour? I'm going to try and demonstrate that now. Our aim: to develop individuals allowing them to participate and work more effectively within the teams, so individuals will work better on their own but they work better as a team. A lot of what we do is team-based. Teams are empowered to make changes that

are supported by management so the teams themselves drive forward change supported by management because the teams have got all the experience, qualifications and knowledge.

The teams themselves meet for one hour every week, so everybody within a team stops work for one hour every week and they discuss various things within a meeting, the first agenda item being health & safety. It's this platform; it's this communication that everybody is encouraged to do every week that's the platform for improvement.

What we do, as Steve mentioned, we have a thing called a PDR, which is a Personal Development Review. Everybody has got a review and every six months we agree objectives for that person to develop themselves for their own development as well as the team development. Some of those packages an individual may select, they are from 160 different various types of packages we've got on site. Those packages cover things like technical skills, process skills, there's quite a lot of health & safety in there, but what we've also got is personal development packages. Those personal development packages not only enhance the individual's performance and capabilities, it also enhances the team's capabilities, so development does play a big part in that.

The list you've seen going on the board just previous to this one, what I have indicated is that those in red are the packages that actually influence a person's performance and the team performance. There are other ones in there which are just purely for an individual.

One of the most important tools, going back to the personal development packages, and one of the most important signals is about 95% of the packages the individuals have actually taken them off site and they do it in their own time, which sends a really, really strong powerful message that people do want to develop themselves. It was originally designed to do it on site. People found it easier to go home and just do it in their own time.

What we're after, our aim is to have empowered competent teams and they should be capable of continuous improvement through all manufacturing processes and one of those processes is safety.

Safety is important, it's very important but it shouldn't be treated any differently than anything else that's important. Ultimately the teams themselves should feel that they own it, that's very important.

Ally Cameron

I am one of the representatives of employee safety and also an HR Coordinator.

Communication has played a major role in the success of the initiative to date. A dedicated newsletter came out as the initiative was launched to let everyone know why we were doing this. The GMs provided group briefings to support the launch and at those briefings the GMs provided a personal background as to why the safety is so important.

Since the initiative has been running at Twinings there have been articles celebrating our success in every Twinings and Ovaltine newsletter. Unfortunately there has been the reportings of our failings. A monthly update on performance is also provided to all the safety champions within the company who then can display and share the information in various ways through team meetings, on the notice boards throughout the Twinings and Ovaltine. These can be displayed in the form of graphs, charts and scripted reports.

((?Unidentified female speaker – 14:00))

Hello, I woke up this morning and had to pinch myself and think well we might be receiving a national award today. I started with the company almost four years ago. I've been in this current role for about 14 months, I work with Roy and his team in risk and I think really in the last three years that we've taken

on this initiative we've come a long way, which is a real testament to the hard work of everybody at Twinings and Ovaltine. I can say at senior level there's a lot of engagement and it does come from the top down and that distils into the 2,000 employees that we have across all the sites.

As I said we're on a five year journey, we're approaching year three and we're not sitting back and taking it easy. We've recognised there's room for improvement so we're going to be looking at behavioural aspects of health & safety. I think there's a lot we can actually do there in terms of making some changes. But really I'm just absolutely delighted to be standing here today, I really didn't think 14 months ago that I would be and literally I did just sort of wake up this morning and think, wow I'm going to be standing up in a group of people and possibly receiving a national award, so thank you everybody today. I'll hand over to David.

David Wilson ((?15:20))

Hello, I'm a Change Agent working in Twinings in North Shields. The good thing about the initiative is it lends itself to continuing improvement not only on an individual level but also at site level. We have looked for ways to bring the workforce together and to improve our performance at North Shields.

We have had five safety days in the last year where we have stopped production to discuss an aspect of safety, manual handling, hazard spotting, near miss reporting in order to share our experiences and discuss accidents and their causes and what can we do as individuals and as a team to prevent them from happening again. This is very productive and has led to a tremendous decrease in accidents and a corresponding increase in the near miss reporting as well.

We have recently introduced a new process called Swap, where we stop for a couple of minutes to discuss one-to-one with a colleague good safety behaviours, which we reinforce and poor safety behaviours which we hopefully agree to change.

Barry Williams

Hello, I'm an Electrical Engineer and a Union Safety Rep up in Newcastle. We've taken the improvement of competences very seriously. This is including sending managers and safety reps on IOSH management safety course as well as delivering many on site courses. It also includes the development of safety champions within the business who lead by example and keep the initiative refreshed and vital.

We have also looked outside the business for examples of good practice both in the UK and further afield. We know we're doing well but we still believe we could do a lot better.

Roy G Whitford

I think I'd just like to thank the team because it's not very easy to stand in front of all you lot and actually do the speaking and they are not public speakers. I think you'll realise that they have come straight from the factory floor as we say and I thank you all for taking that time.

Discipline: I don't want to go too far into it, there is a place for discipline in a behavioural safety programme, we can't take flagrant breaches of the thing, we've got to deal with that but if it's used in the wrong way obviously it can turn into a terribly negative thing.

So let's go back, we're in 2008, we're not stopping, we're still looking forward. What we want to try and understand is despite everything that we've done we're still having accidents and what we want to do is get inside people's heads now and actually try and understand that prevents them from behaving safely and to do that we're going to start work or we are working in fact with three and one of them is not Ryder Marsh, so I'd better not give you the names otherwise Tim will be pointing at me, but we are working with three like organisations with Ryder Marsh and we're actually trying to do it.

Our problem is that we have different levels of development in different sites both in the UK and if we go internationally obviously that's also there. So we've got to be careful and I think we've heard the saying today, 'one size does not fit all' and we're trying to juggle and just find the right mix and match for the different management styles that we have.

The Bradley curve, in a way you might not have seen it. The Bradley curve is very, very good; it takes us through that dependent, independent and interdependent phase. For me the interdependent phase is fantastic apart from you're continually having to reinforce, reinforce, reinforce and Jack and I sat down, we were discussing this and we actually tagged on the fourth segment. The fourth segment is where we should get people to be, where we don't need to monitor, we don't need to check and we don't need to keep hammering because they accept it now as a way of life. And I think if any of your programmes are successful you'll be able to start putting people into that green segment.

Obviously you'll never get a business into that green segment because you'll always have new people coming in and moving through the various bits, but hopefully if you get somebody that comes in the red and your induction is good they may be able to jump straight into the interdependent phase that they're actually being supported by the other workers.

And I suppose the question is has this made any difference. So let's just have a quick little look at the stats, the results. We started from a baseline of ((?2,056)) so the initiative was introduced in September 2006. In 2006 senior management activities, the target is 25%, this is offsite, people coming to visit and getting involved in safety, relaying that message, making it important, making it vital. 69.34% of all those points were scored by people visiting, not just by the site Senior Manager. This year I think it's up to 69.75%, so we're hovering around about. So the Managers are showing that commitment, its not gone down, its not gone up, they're still there doing their thing.

This emersion, we talked about activity safety points. In the first year there was 40 bits of safety activity whatever they were, risk assessments, attendance at safety meetings etc, etc, etc, with 40,000 points, average per employee 19.52 and 950 of our employees actually broke that 20 point barrier.

This year I don't know because Sunday was our last day of the financial year, the information is still coming in, I haven't got the old whiz bang machine so I can't ring it up quickly and put it up there. I honestly don't know. I know I'm forecasting 43,000 points so one assumes we've had more activity, it will be a slightly higher participation hopefully and hopefully we'll get over the 1,000 people above the 20 – continual improvement.

Safety tours and audits: again 39,000 points which represented something like 1,750 safety audits and this year that also has gone up.

Okay that's the proactive, we have reactive so what's happened with that? 2005/6 a ratio of 1.44 ((?21:31)). This is based on FTE and instant numbers rather than the million hours that were shown earlier, but we can see whatever measure, it is a standard measure and therefore we've gone on the LTIs from 2.11 to 0.68 in this year.

So is it the initiative that's working? We hope its playing its part; we just simple hope that these guys are thinking safety on a day-to-day basis. And our little tag line there 'be safe', that was designed by a Philippino worker as part of one of our cultural things, we had a poster campaign. Stay accident free every day, be safe. Thank you.

Tim Marsh

Good afternoon everybody. To pick up on some the themes that came through, obviously management commitment as ever very strongly with particular emphasis I think on making a business case to get leverage. An interesting talk this morning from Sean about safety culture, I think what

Sean's message clearly was, safety culture is a good thing to measure but perhaps not if you're not going to do anything with that report. If you're just going to put that report in a filing cabinet, then not only will that not be any practical benefit but it might actually be a bullet for somebody to fire at you but if you are going to use it a very good thing to do.

A lot of talk this morning about doing maybe stress work before you do behavioural safety. You could obviously make the same case really for doing safety leadership training and all the themes that came through after that about ownership, involvement, empathy, listening, treating people fairly, assertion, all that good stuff really. You could argue it could be delivered through safety leadership training as a way of establishing a fertile ground for people to do more advanced behavioural safety.

I was really pleased that Ken said that you do need to use consultants from time to time, but to really help you establish a flexible programme around really core values so to be able to sort of tailor it but around core values. Ken also gave a good example of utilising some advanced technology and there's all sorts of good stuff out there that you can incorporate DVDs and so on.

David Harrison talked about the importance of just culture and how everything needs to be underpinned on that and most of the speakers said that I thought. And in particular integrating with other systems like five S, Six Sigma, Home Safety and so on.

And finally of course the perennial, what do you do about the key people in an organisation, your safety leaders, your supervisors particularly if they're terrorists, what do you do about your supervisors terrorists, which is a perennial theme I think called 'the supervisor squeeze' quite often and their ability to put the kybosh on pretty much anything given a chance.