



## **Chair**

I'd like to introduce Craig Davies who will be familiar to those of you who were at the conference last year, in terms that Craig and his team actually won the award for Behavioural Safety last year.

He came from a very unusual environment in terms of Parc Prison; I should say that he was on the outside of the wall rather than on the inside of the wall. But he's come to us in a new guise today as well because he's come from an organisation which was there to keep people inside the walls because they were making money in unusual ways and he's now moved onto another organisation where they're actually encouraged to make money, the Royal Mint. Craig over to you.

## **Prof. Craig Jackson**

Thank you very much. My name is Craig Davies, as I said we were lucky enough to be joint winners with Biwater nearly a few months ago I think for our Behavioural-based Safety Management System that we introduced to HMP Parc.

HMP Parc as you can see is part of the G4S family. Most of you will probably know G4S for the many vans that you see going around the banks, the blue vans and what have you, however it's a much larger organisation than that and trying to evolve a safety programme and change culture in a prison was an extremely difficult feat to achieve.

I have moved on in the last three to four months now to the Royal Mint but I have been told that fortunately the culture as it was embedded prior to me leaving, I was able to leave with confidence that it just became the norm, which was quite satisfying to be honest because it could have died a death with me not being there providing the momentum as probably most of you do

in the jobs that you do. If you're not there the momentum dies that tends to be the norm I think in a lot of companies.

So this is a review of how things developed in the 18 months since we won the award.

To give brief introduction an explanation of G4S's history for those who don't know what G4S is about, a short film explaining G4S because I think it helps to understand what goes on inside a prison. For most of you, you probably have never been inside the walls of a prison. Anybody here been inside a prison? Show of hands. How many of you have been there as guests? Yeah. I just like to establish those things; people watch your watches okay.

An explanation of our Behavioural Safety Programme and how it has evolved over the last 18 months and then if the time allows any discussion or questions.

I was appointed to Parc in August 2007, left then in February 2011 it is actually. I had responsibility for four sites across South Wales; they were drug rehabilitation units and drug support areas. As I left we became the largest prison in the UK, which was close to nearly 1,700 inmates known as cons while we were working there. There were 800+ staff that included Officers, female Officers/male Officers, probation workers, there was an onsite healthcare or hospital, we had teachers and other non-operational staff including BBW or Balfour Beatty WorkPlace from a maintenance perspective.

I've got experience in commercial fleet transport, security, retail, manufacturing and now top takeover areas as well, that's the new thing I'm learning.

I've been involved in safety management for near enough 17 years or so, I know it's mad, I didn't actually start when I was 11, I'm actually a little bit older than 26/27 guys okay.

I'm a qualified further education teacher and I am extremely interested in human behaviour and why people behave the way they do, a bit of a passion.

G4S, why G4S? They've been around now for nearly 75/76 years; they started off almost like lone security guards I think it was in Holland initially way back in the day. G4S appeared in the UK in 1935 and was by a former Cabinet Minister known as the Night Watch Services and in 1951 you probably became aware of the first name of Securicor as most of you probably know it.

They celebrated 75 years in 2010, so the largest security solution company now in the UK and Ireland, 600,000+ employees across the world. They actually are the Mickey Mouse police in Euro Disney if anybody's been there and they search your bags when you go into international stadiums, any concerts anything, G4S have got almost the monopoly, they're one of the largest in the world. The other company you're probably aware of is Circo for those sorts of things. They've got a massive, massive turnover.

I am involved in the, or was involved, in the care and justice sector, whereby G4S purchased a company called GSL and they ended up with four prisons and I know they've recently won bids to open another three, one in Birmingham and I think Belmarsh too in London.

Everybody can probably see how the company has evolved from security from Securicor to G4S Securicor and then to G4S. To me that was a classic faux pas because they went from G4S, G4S Securicor to G4S in a matter of months, so a massive expenditure on re-branding of all their vans.

That's kind of what G4S are involved in, security officers, Ghurkhas, land mine clearing in Beirut and Afghanistan, events stewards, Wembley football, all over the country all over the world to be honest. Close protection officers so private security, custody officers and that was my background, land mine clearing. Its all probably a little bit different to what a lot of you guys do out there especially to the onion pickers, you know health and safety is different all over the world.

G4S took health and safety extremely seriously, we had big links with the British Safety Council and are fortunate, as you can see from this list here, that the number of the G4S care and justice organisations that strive to work towards the five star awards and they've won awards in 2009/2010.

We were lucky enough in HMP Parc that we actually won it two years on the trot, so we put in an application then for the Sword of Honour with the British Safety Council and we won it for the first time of entry in 2010, which I was quite pleased with. So we wrote the submission in October, we won it in October and I left in February. I thought that's how the CV works.

We were joint winners of the Allan Poole at HMP Parc Prison so we had a cracking two years really but it all stemmed from the introduction of involving everybody across the workforce and this included the prisoners as well. When you find you were asking staff questions the prisoners were chipping in with the right answers.

You know we were dealing with problems with the prisoners where we all know we've got to manage COSHH on site but in a prison they will eat the chemicals, they will drink the chemicals to get a buzz out of it, so it's a whole different scenario and we had to make sure that we were using water-based chemicals as much as possible. We couldn't use toilet blues in the toilets because they would eat it because they'd potentially get a fix off it so it was a completely different animal.

However, once you start talking to them and educating them a little bit, they realise and you say look guys it's going to kill you if you keep doing this or it's going to rot your stomach or its going to poison you. Well I didn't know that guv.

So the behavioural safety didn't just work for the staff but it also started to be embedded with the prisoners as well and we started NCH qualifications with them, British Safety Council Level 1 qualifications for the staff and the prisoners, we started educating the young persons, the children we had on

site because we're the only prison in the UK that actually has 65 children within the walls of the prison itself. We put them through the Level 1 certificate. And I know the Safety Council are doing a big push on educating youngsters before they enter the workplace. So it all worked positively towards those sorts of things.

We won the Allan Poole Award last in February 2010; we won the Sword of Honour in 2010, five star awards. We were re-certificated with ISO14001 for the ninth year on the trot, we had a crack at doing the DuPont International Award, we thought why not, we've got the Allan Poole let's go for the big one then isn't it. We didn't win that one but at least we were sort of short listed and I was really pleased for that one and we were also short listed for IOSH Awards as well. So suffice to say my tuxedo had a bit of an airing in 2010.

It took three years to turn the site around from the day I started understanding where health and safety was within the company and the first couple of days I was there, and you start to figure the place out then a few weeks/a few months in, and numerous times I was told by senior management we don't actually need you here Craig, we've managed for 20 years, we don't need health and safety. Phww great fantastic you know welcome to HMP Parc.

So the challenge was to turn those hardened individuals, those dinosaurs as I used to refer to them as, around, to change their mindset to realise why health and safety and environmental management can actually have a positive effect.

I had to get everybody sort of running in the same direction; I had to use certain individuals to kind of operate like a scud missile. Make the idea theirs, massage their ego a little bit, point them in the right direction and off they went and they didn't actually realise it but suddenly they were building a one-way system for me for traffic segregation, but it was their idea... or was it? Manipulation you know, its not a keen word and maybe it's a word we shouldn't use but BBS, what is behavioural safety, its getting people to do what you want them to do probably without them realising they're doing it.

But we had to maintain our standards and take a deep breath and move forward. And what I tried to say to everybody, the Governor, what you'd know as the Chief Exec or the Prison Officer or the prisoners, the journey is the reward at the end of it, we all get to go home safely on a daily basis and we come to work as happy as we can do.

[film clip]

Thank you, I hope that gives you an insight as to what goes on inside a prison, it's very brief, it's not like Bad Girls. It's more similar, have you seen the programme Wandsworth that's been on TV more recently, it is more like that. Lets be honest about it, it is a harsh environment so doing health and safety is you know, security is king at the end of the day, we can't let them escape and also we can't hurt them whilst they're in there. So it's a very harsh environment to do health and safety in.

That's what it looks like on a nice sunny day, the clock down the front. It's a big grey old building stuck in the countryside in Mid Glamorgan, South Wales. To be honest if you didn't know it was there you'd probably just drive past it several times.

Security is king though but do you know what makes me laugh, anybody ever use Google Earth? Yeah, you can go in and see all around the prison anyway.

A health and safety story: when I joined we had almost 860 lost days in 2008 and over a period of time they reduced and you know the accidents did reduce in line with the introduction of training, introduction of the BBS system, changing the safety culture, making people actually work safely but not because we were hitting them with a big stick but because we were actually getting them to understand, you know this hearts and minds approach to health and safety.

We reduced prisoner accidents, 263 accidents in 2007, I think it dropped by almost 75% prior to me leaving because they started to understand what was

going on, we made the areas safer, we made the walkways safer, we got rid of the trip hazards, the dodgy bricks, the tarmac that had divots out of it.

Simple, simple things but getting people to report it helped to improve the area when the staff and the prisoners could see that we were actually doing something for their benefit and by involving them in the decision making processes, even though lets be honest we were going to do these things anyway, it made them feel like they were part of the decision making process. When you make people feel part of that decision making process they are more likely to actually work with you as opposed to work against you.

You don't want people coming in on a Monday morning and suddenly seeing that a sound proof room has gone up in the carpentry area and there's guarding all in place. We knew that was going to happen but it was much easier to sit down with the guys and say don't you think we need a sound booth here, that's actually a good idea, well why don't we do it then. And we did, we did these sorts of projects.

We provided all staff with a variety of health, safety and fire training programme annually, we provided all operation staff with fire warden training, fire extinguisher training and cell snatch rescue equipment training. Most of you, unless you're in the nuclear industry or petrochemical, cell snatch rescue is the smokers. We used to have on average four cell fires a week. Prisoners would barricade themselves indoors and we had to send somebody in to fetch these beggars out really.

Sometimes they would take another prisoner hostage in a smoke filled cell; we had to send somebody in there to take them out. We introduced things like cell inundation. Most of you won't know what that is. Basically there's a big bolt down the middle of the door and we can stick a hose reel through it and completely soak the cell. Collateral damage is massive but all the officers stay outside the door and what an effect that has on a prisoner that's got a really high temper when he's soaked. But it made behavioural safety easier to do because the Officers then worked with us because we were working with

them to keep them safe. It just adds up, it's just like building a house really, its foundations.

We looked to overhaul the accident investigation reporting systems, we introduced a site near miss reporting system so people were proactively reporting things in their areas because we only had a small health and safety team but the idea was that we would manage health and safety on site but we would empower staff and prisoners to tell us what wasn't right. And at all times we were always working towards a five star standard from the British Safety Council because we weren't aiming for compliance, we were aiming for best practice at all times.

We reduced our insurance excess from £10,000 per claim believe it or not, we had to pay the first £10,000 of any claim when I first started, but once Sun Zurich started to understand the things we were putting in place and they could see our statistics coming down and our SMSs actually taking shape, they agreed then that we only had to pay the first £1,000. So given that we were probably having 10 claims a year both from prisoners and Officers it did have quite a considerable effect in cost savings, which paid for itself too.

It paid for some of the nights that we had in London at the Grosvenor Hotel and things like that, it didn't pay for the alcohol though if anybody's been to the Grosvenor House because it's very expensive. Sorry I digress.

Implementation of a site wise safety behaviour improvement programme and this was put to the senior management team, we explained to them the reasons behind it, how it could be productive and in the end we ended up taking approximately 50 Officers and shop ground floor workers and training them as you could call them safety observers, behavioural analysts, coaches. And this had a dramatic effect on empowering behavioural safety and safety in general back to the floor again.

So we rolled the programme out at the start of 2009 and I thought here we go, let's have a crack at it and let's see what sort of results it gives us back.



What is behavioural safety? Well Tim has gone over this and I'm not going to preach to the converted because you're here because you want behavioural safety and you want to understand it. Everything that Tim has said there I agree with and our system was based on the principals of the ABC behavioural model. I'm not going to read that back to you because you can read that yourselves as well. If anybody wants a copy of the presentation please just ask.

We did realise though that from the accident statistics that we were having in 2007/2008 that approximately 90% of those accidents and unsafe behaviours had the behaviour of the person as the underlying cause, it could be avoided in most cases. But how many people do you experience in your own workplaces that they'll walk on by an unsafe situation because it's not their problem.

We had to change that philosophy and mindset that don't walk on by, if you see it report it, act on it if you can or make the area safe. And that was quite a strange thing because how many of you have heard, well its not my problem, I'm an Officer, I'm not here to do health and safety, that's what we were faced with to begin with and changing that psychological mindset around was really quite a challenge.

Of the remaining 10% though, 90% of that 10% was mainly caused by management inadequacies, maintenance issues, oh we'll put it off for another month because actually production in one of the workshops is a bit more important or we haven't quite got the manpower this month so we'll leave the PPM on that piece of kit in the plant room for a bit longer.

So we had to also not just focus on staff at the ground floor level but also on the supervisors, management and the leadership team, so everybody needed to actually buy into this and understand why everybody was part of it, not just some people.

You've probably all seen these sorts of slides before. Somebody's done these sorts of things, you know somebody thought that was a good idea, somebody

thinks that's a good idea. I hope to god there's no hooter on that for lunch. But somebody sat there and they went hang on, this is a good idea, we'll do this, but when you take this maybe bird's eye view about and say well hang on guys, what if, what if it does go wrong, its not such a good idea, wouldn't it be better to take an extra half an hour to make it safe, getting people to think about their actions.

Increasing the number of safe behaviours being performed daily was essential for incident minimization and accident reduction at HMP Parc. We're always going to get aggressive behaviour, fights breaking out and they were part and parcel of the job. We kind of put them to one side because there's very little we could do about those other than you know control drug habits within the prison, counting of the prisoners – in some cases counting of the staff to be honest – but making safety common practice was a challenge.

As Tim said earlier, there is no silver bullet, there's no magic answer for behavioural safety. For anybody that's done it or tried it, it takes time, effort, you've got to be quite tenacious about it, you've got to believe in it and you can't suddenly think hang on, this is a bit tricky this I'm going to give up because as soon as you do that you lose the workforce around you as well. You've got to believe in it, you really have got to believe in it.

We couldn't rely on chance to avoid incidents that would be like spinning a roulette wheel. We were realistic, we knew we were not going to make the place 100% safe, the only way you could do that was by shutting it down and it's a prison and that would be impractical. Covering people in bubble wrap again we thought about but that was considered impractical as well, bubble wrap is too expensive.

We recognised the behaviours and enforced the dealings of safe working practices were the key component to the safety equation and you know we're all sitting here today, we know that the BBS system is successful, the BBS system can help to solve some of these problems. As I said it's not the magic answer, it's not the silver bullet; it is something that helps to support safe culture the way people do things.

It does help increase awareness of safety expectations and it does contribute towards continuous improvement in safety performance and it can lead to achieving the desired safety goals and targets. You've got to be realistic in your safety goals as well.

I don't believe personally, if you set yourself up with a target of seeing 0 accidents in 12 months you're just not going to achieve it, with the best will in the world you are not going to achieve that, there's going to be accidents however minor they are going to be. Be more realistic and say maybe we will reduce the accidents by 50% over a period of time but in core areas where we know we've had accidents, so we focus our attention in highlighted areas based on trend analysis.

We had to make sure that the senior management team following advice from me, embarked on this programme at the start of 2009, we had to get them to believe in it and understand why we needed this and what we were going to achieve over probably the five year period. Without them, if they didn't believe in it and they were having a laugh and a joke and taking the Mickey out of it what message would that send to everybody else below them. You know if the head of security thought health and safety was a joke then his 200 staff was going to think health and safety was a joke as well. So we had to get those people's attitudes changed and as I said earlier, some of them are real dinosaurs.

I remember having a conversation with the Head of Security and he said 'look Craig you can either have a battle or a war, you pick'. That kind of knocks the wind out of your sails when you've got a Senior Manager telling you he doesn't think it's important.

So you go away, you have a think about it and you come back like a boxer so you don't end up being punch drunk, try a different attack. The attack for this particular individual, as I said earlier, was I massaged his ego, 'Mike', Head of Security, 'I need your help, I can't do this without you', 'oh what do you want

now Craig?' What a difference in a person, it's a different attack for different people.

We achieved five stars as I said in 2009, I'm really chuffed with that, it took a lot of effort, but what's important if any of you have been through the Safety Council five star audit, it is not an audit of the safety department, it is an audit, a very in depth audit, its quite shattering to be honest – I don't think I slept for the month leading up to it – it explores safety, health and the environment across the entire site, it looks at everything from cradle to grave.

Once we knew we were able to achieve that we knew we had kind of gone over that hill with safety on site, we knew we'd sort of cracked it and the trick was then, the key was to keep that momentum going, not to lose and go down the other side, but maybe to keep it going and then keep pushing the bar again and keep it going. And we knew that we'd raised our standards further because we increased our score then in 2010.

We presented the concepts of the BBS system to senior management and obtained their commitment, we selected employees to be the safety coaches as I said, and we started delivering the relevant training to the safety coaches so they understood their purpose as a safety coach, because you don't suddenly just get born into this, you have to have the right personality, you have to have the right enthusiasm and drive.

And you try this, go back to your workforce and put out an email asking how many of you want to be involved in health and safety, see what response you get back. Maybe if you said to them there's £100 in it for you, then you might get a different response. We didn't offer any sweeteners and a lot of the staff were nominated but of those 50 about 30% of them really came out of it and what was really satisfying how many of them of that 50 went on to do their NEBOSH General Certificate, they'd never even heard of it before we started training them.

So we knew we'd captured quite a few and possibly changed the future of some of these people who were genuine just Officers, now they're going to go

on to health and safety careers. For me that is extremely satisfying, you touch people. When I started this job and this career I never envisaged it would have that sort of effect.

So we had these 50 guys, men and women, who were shop floor level, going out now as coaches, observational, doing observations from a job perspective, talking with their peers as well. We felt there would be no point picking or nominating people of a managerial/supervisory grade because if you were a manager or supervisor telling an employee how to do something its very downward isn't it, its very 'you will do it this way', but if its peer-to-peer they're more likely to accept why you're advising them to do this.

If staff got injured on our site we couldn't go to an agency and bring new people in so the effect was longer hours, moral was affected, you know we're G4S, at the end of the day money wasn't coming out of ears, not like the Royal Mint obviously. So we had to say well if you do it the right way, if you do it the safe way then you're going to stay in work; that means then the rest of your colleagues around you are happy because they haven't got to cover all your shifts because you've been stupid; simple, simple things. So it was peer-to-peer coaches which we found was very important.

We planned departmental inspections, as I said we trained the observers, we took observational lists of non-compliances, we started recording the checklists. When you've got data you can actually analyse where the trends of poor work practices are actually appearing across the site and we knew where we had to focus our attention to improve standards. Accident stats and poor adherence to safe systems of work, you target an area. Once you raise that area its surprising how other areas come along as well when they can see the positive effects of it.

We did plan to undertake analysis every single month and we also had steering groups every single month then to analyse the findings. And it was quite shocking to see some of the senior managers were quite embarrassed by their poor safety records. It almost acted like an underground league table, we don't want to be the ones at the bottom of that being criticised every single

month, we want to raise our standards. Great, sounds like we'd sort of sussed it at that point then because they were embarrassed into performing better.

We also ensured – and this never used to happen – that we involved all employees in all SHE related activities. I mentioned the word manipulation, we did know we were going to do certain things because they were staring us in the face, we knew we had to improve certain areas, but really what affects employees are physical changes. They're not worried about systems, they're not worried that we've got a fantastic automated accident investigation system, they're more worried about if they're going to lose a finger or be dragged into a lathe, they want to know that their hearing is not going to be affected or they've got clean drinking water or that they've got cups that are not in a dusty wood environment. Fine lets put those cups into a wood box, I tell you what why don't you make the box to put it in, oh that's a good idea Craig, tech, they've got the carpentry workshop on site.

So involving people in whatever you do is absolutely critical, I can't say that too many times.

We let the observers go live, we supported them and we mentored them until we had confidence in their abilities, so they were actually taking the right measurements, making the right comments to their peers and so on so it wasn't seen as confrontational, it was seen as advice. Okay let's improve it as we're doing.

We also tried to do our BBS system aligned with HSE65 methodologies as well. We would like to make sure that when we were measuring critical behaviours that our checklists were set up to be smart, not wishy-washy. I come from a background where if you don't have smart objectives nobody really knows what's asked of them or what they should be doing so you've got to have smart objectives. And there's a whole host of checklists out there to take analysis and if anybody hasn't got them or wants them give us a shout. We're keen to share these with you and you can amend them and re-brand them as you want to.

We made sure that we trained employees, like the sausage making factory we had health and safety inductions. We tried to bespoke our training to kind of get into their minds a little bit, you know go for the psychological effects of well if you do get health and safety wrong, much as the actor this morning, we've used this company, it had a fantastic effect.

We used this company where one of their women that we saw at the last one came down to Parc and we asked her to do a mock up that she was pregnant and her husband had worked in a prison in Scotland and he was blasé when opening a cell door, had been slashed, cut his jugular and bled to death. We had a room full of supervisors, senior managers and team leaders in this particular meeting so we tried to target as many people as possible, didn't even tell them it was happening much like this guy walking in today.

We had two females crying in this training session and we even had staff Googling whether the accident had actually happened, it hadn't, but what an effect that had when they went back, you know because you plateau and then you've got to keep pushing that boundary every so often and keep changing those minds and that to me is, its not cheap, but it has a massive effect, a massive effect and I'll use that.

I brought two of my colleagues along from the Royal Mint today as a sort of exposure to BBS and what this conference is all about and even though I described it to them it's a hell of a lot different when you see it on stage isn't it. So my advice is if your budget will stretch to it employ this company because it's got a massive effect and also it makes the safety training a bit more funky because there's nothing worse than death by PowerPoint, nothing worse at all. Obviously this is slightly different. By the way its one's on the score sheet okay guys.

The observers were instructed to go out into their local workplaces with the blessing of the senior managers who supported this initiative. Without the senior managers blessing it forget it, it doesn't work, if they don't believe in it forget it. Fortunately the Governor bought into it massively, well that helps as well doesn't it. We recommended that each safety coach, observer,

behavioural analyst needs about four hours a week to sort of work in their areas, to be doing observations and talking with their peers and what have you.

It was quite useful as well because they become and the eyes and the ears of what was going on on the shop floor and they were feeding back into us. So instead of just having a department of four, suddenly we had a department of nearly 54 staff, a dotted line to me, who were telling me everything but were also sorting it locally and telling us. So our hazard near miss reporting system massively expanded but we were ticking things off very, very quickly.

You know what was a hazard near miss waiting to happen, chemicals in all the areas waiting for prisoners to drink the stuff and then the chemicals weren't labelled, they weren't stored correctly, there were no COSHH data sheets for them, well hang on we thought you had these things, yeah but they're on the computer, we haven't got access to a computer, we thought they did, but what they're actually telling us is if there was an incident, by the time they went to the computer to find a COSHH data sheet and risk assessment the guy would be dead. So what they needed was paper copies at point of use. Okay that's easy to achieve, we provided it for them. That made people buy into what we were doing because we were working with them as well, we were helping them all the time.

We introduced weekly local area inspections, daily walkabouts with various managerial grades, so their presence was actually on the shop floor. Its easy for me to walk around and suddenly everything's fantastic isn't it or they'd switch the lights off when I used to walk past them offices just so they'd know we were out.

But making sure that the Governor would walk around once a month, the Senior Manager would walk around every couple of weeks and not planned inspections, they would just wonder round with us and we'd pick up any things and it was good to see standards either being maintained or they were embarrassed the standards were slipping. Because you expect those reporting into the Senior Managers to be saying the right things and



unfortunately sometimes the right things are not what the Senior Managers want to hear. Because you always tell your Senior Manager, yeah that particular wing is fantastic, everything's under control and they walk around with me, we open the doors up and we start looking in the cupboards and its an absolute tip. Well you know trust, telling the right things to your Senior Managers because at the end of the day they're accountable for everything that goes on in their areas so they were starting to realise they had to question what they were being told as well.

We did monthly departmental SHE review meetings owned and I don't know if the guys in the Mint now, but can you start to see comparisons with what I've done with what we're trying to introduce. We introduced monthly meetings in local areas where they were SHE meetings but they weren't the Health & Safety Department chairing them, they were being chaired by the Senior Managers of those areas, they were their meetings to look at maintenance issues, chemical issues, health and safety issues, training issues and we'd all come to the table to discuss these matters out. So it wasn't left for committee meetings every three months apart, they were happening a lot more often.

And of course we would also have the committee meetings and we also split that where we had employee focus groups. But we did try to do the employee focus groups three weeks before we did the management committee meetings, so anything that was mentioned in the focus groups could be sent to the Managers for them to address and come back with comments in the committee meeting as opposed to leaving it for three months, which meant that actions were getting knocked off a lot faster.

We used the observer skills to inspect and coach areas not local to them; they were the next steps following on from the February 2010 Awards. So we decided to take the guys out of their comfort zones, the coaches, and start to coach other areas with this fresh pair of eyes always looking at different areas. We started to take the Senior Managers out of their comfort zones because it's great they walk around their own areas but now we've started to get them going around house blocks and wings that were not theirs. And they were quite good at this because they had a chance then to criticise their

colleagues, which they found quite fun to be honest. Some of the things they were reporting over were quite farcical as you can imagine.

It raised standards further, created competition amongst staff to become the best safety performing area. So what if you're the best safety performing area, well we'll come onto that now, there were benefits. We introduced league tables for each local department based on non-conformities found. So great they were listing loads of things, it became a bit of a game to be honest and they enjoyed doing it, great they were reporting things to us. But what was key was these conformities were being knocked off, some took longer, some were quick wins you know low hanging fruit is maybe a phrase you're familiar with, and it got staff involved.

Nothing was hidden, so anything that was found, anything that was discovered as part of inspections, peer reviews, observations, positive coaching, negative coaching, anything that was brought up in training, because if any of you guys have ever done health and safety training don't the delegates talk to you, they really open up to you as part of the training.

And okay there has to be a trust element because otherwise they have a tendency to sort of give you the monkey for you to solve the problem, but nothing was hidden. Obviously we respected the confidentiality and if there were issues then we'd maybe go and talk to the Senior Managers or their Managers.

The staff involvement had to expand and by that I mean talking to them, involving them in projects etc, but the last point, which I think was key to keeping the momentum going as well, was celebrating success; you had to keep doing that.

At the end of every month the results of the observations and any changes were communicated site-wide on a spreadsheet and it was sent across the entire site with like sort columns on it so people could pick up their own departments and see what they were doing well, see what they were doing poorly and they'd take the Mickey out of the department that was doing poorly.

Fantastic effect that had, especially in a prison, that's a very hard environment. You've got to have a laugh and a joke at every opportunity because violence is quite prevalent in those areas.

Its essential that this communication happened, it ensures that the workers are kept informed of the results otherwise, as you probably know, apathy creeps in, if you don't tell people and don't communicate back to them they think well what's the point. But it did encourage continued participation.

And you see that cartoon on the side, we are looking for better ways to share our knowledge but we're not going to tell you, it's a secret. Management know about it but the key people don't and we had to make sure that those key people on the shop floor understood what was going on.

Any change made had to be communicated to the workforce, it was key to keep them involved whether that was by email or that was by health and safety notice boards in what was called the key lock area. Everybody had to travel through that and everybody was held for 5 to 10 minutes and while you're there you will read what's on the board just naturally. We had to keep it fresh as well because otherwise the posters just became noise and people wouldn't read them.

What's the importance of communication? Well if you don't communicate well staff end up in denial or they're confused. Have you ever heard the phrase dynamic conservatism to change that liberty will resist you. If you involve them they are more likely to buy into it. I mean that is the Utopian side of things for Parc. I don't think we ever got to contentment; if anybody ever gets to that give me a shout, I'd love to work with you. But that's what we didn't want to do and that's what we tried to achieve.

If you don't tell people what's going on there's suspicion, if there's suspicion that affects morale, if you affect morale in the prison it has a very, very detrimental effect to the staff.

I said about celebrating success, you've got to celebrate success, even that could be minor things like a free lunch or for the best performing departments like we take them go-karting, maybe asking them what they want to do. In a prison environment we could give them a crate of lager and this is one of those things that because they're not driving forklift trucks they take it and they like that sort of stuff.

But for the best performing individuals in the different areas then, we were lucky enough that we went to the IOSH Awards, the International Awards with the Safety Council, so what do you do? You treat a couple of the key top staff to an all expenses paid night out in Mayfair. When they go back and they tell their friends and colleagues about that what an impact that has. 'Well I'd like a piece of that as well, what do you mean you got drunk and there was wine on the table?' 'Yeah it was a cracking night out that was'. 'How did you get that then?' 'Because I helped the Health & Safety Department to raise their game', 'so you did your job', 'yeah basically'.

Failure to celebrate success, the negative effects: apathy. Staff say what's the point, if they keep putting in hazard near miss reporting cards and they don't get any feedback they'll stop doing it. The Black Hole of Calcutta; you've probably heard that phrase many, many times. Positive reinforcement is the key to keeping workers involved.

We knew we were doing well and the feel good factor towards the end of 2010 started to come with Parc. People were talking about health and safety, even if they were slagging off health and safety; at least they were talking about it. I've got to do another blinking risk assessment, I've got to get my COSHH data sheet sorted, that bloody Health & Safety Department – great they're talking about it.

We won the Sword of Honour that was a massive achievement for us, only 38 or 39 companies I think in 2010 actually got it and we were one of them. And the amount of pride that swept through HMP Parc as a result of that because none of the other prisons got it, so we were the only one. And you celebrate

and broadcast that success, you know it's like we're the top performing prison within G4S.

I've now left, as I said I've now gone to the Royal Mint where we are making money, quite literally actually. We're doing the Olympic medals, we're doing the commemorative coins, the Jubilee and we just did the Royal Wedding as well, so it's a complete change of job for me.

I've kept in frequent contact with colleagues at Parc and I know things are working well at the moment. And I had a bit of a surreal experience yesterday where I actually met the guy who is now going to be doing my job and starts in a month. That was quite strange that was.

Maybe you'll see me in a couple of year's time now and we'll tell you a success story that's happened at the Royal Mint.

Thank you very much for your time.

## **Chair**

Thank you very much indeed.

I think Craig is going to have a very interesting story to tell in the future because he's moved to an organisation, which until 18 months ago had Crown immunity and with all that that brings about. And having worked in an organisation which has had Crown immunity in the past and had it removed and been responsible for developing new policies for how we could meet those challenges, its one hell of a challenge and I know it is. And he thinks he might have had a hard time at the prison but I think he's going to have an even harder time now. But we'll be very interested to hear from you in the future. Thanks very much Craig.

