

# Enhancing workforce involvement in safety and health (WISH) in non-unionised workplaces



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## Health and safety! Whatever next?

Presented by: Roger Bibbings MBE, BA, CFIOSH, Occupational Safety Adviser  
THE ROYAL SOCIETY FOR THE PREVENTION OF ACCIDENTS



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## RoSPA's Mission & Vision

**Mission**

To save lives and prevent injuries

**Vision**

To lead the way in accident prevention (road, work, home, water and leisure, safety education, play safety, product safety...)

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## Living in a health and safety culture?



The collage features several images: a large outdoor event with many people, a person wearing safety glasses, a person using a power tool, a person holding a sign that says "No win No fee", and a person in a suit speaking.

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## Lord Young's likely recommendations?



- H&S only relevant to 'industry'?
- H&S a burden on SMEs?
- Creating risk aversion?
- Exempt offices, schools, emergency services, low risk businesses?
- Exempt the self employed?
- Discourage claims?
- Accredite consultants?

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## Areas of concern

- Limited call for evidence/consultation
- Based on press stories not research
- Limited support team
- Not acknowledging extent of lives still to saved?
- Many issues not real problems?
- Others not properly scoped
- Understating the real risk profile of many workers
- Not balancing health with safety
- Not weighing benefits versus costs
- Many recommendations happening anyway
- Sending out the **WRONG MESSAGE?**



## Let's think about work related harms

- 180 notified fatal injuries to workers (08/09)
- 
- 100 + members of the public
  - 500 - 800 fatal work related road injuries?
  - 12,000 + deaths due to work related health damage
  - 300,000 + reportable injuries
  - 1 million injuries (all severities)
  - 2 million cases of work related ill health
  - 29.3 million working days lost (1.24 days per worker - 24.6 m ill health, 4.7 injury)
- £20 – 30 billion or between 2 –3 % of GDP!

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## UK H&S failure =

- One 747 crashing every fortnight (fatals/early death)



- Twenty landing every day (injuries/ill-health)



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## The human cost



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## HSE's strategy challenge: 'Be part of the solution...'

Everyone has a role in:

1. Investigations and justice
2. Leadership
3. Competence
4. Workforce involvement
5. Healthier, safer workplaces
6. Support for SMEs
7. Avoiding catastrophe

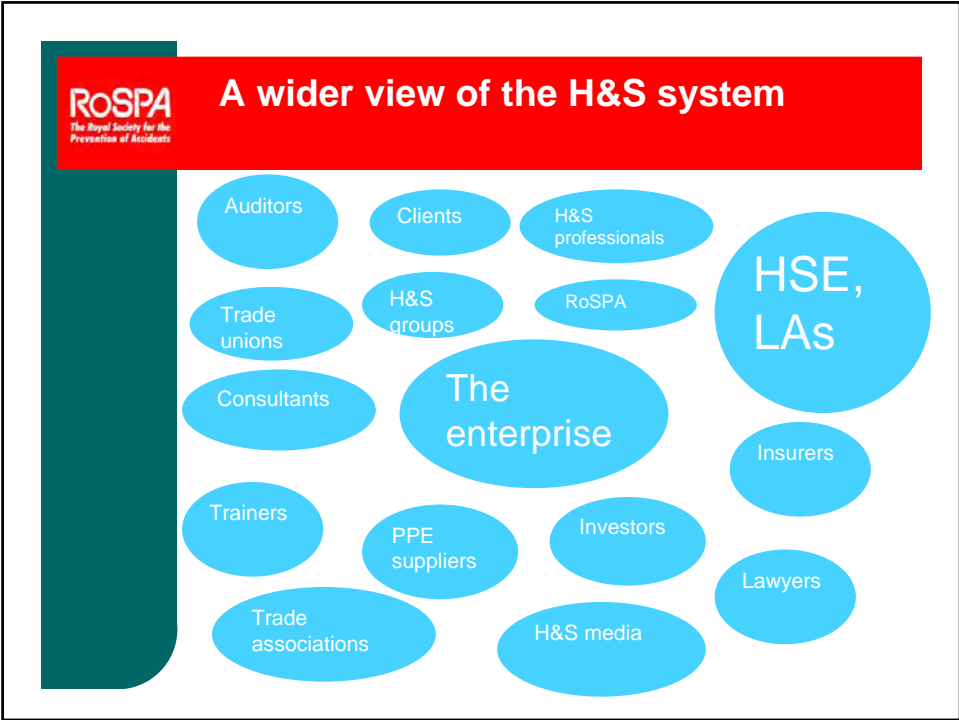


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## HSE's Copernican revolution!



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## RoSPA's key issues

- Managing Occupational Road Risk
- Accident investigation
- Director leadership
- SMEs
- **WORKFORCE INVOLVEMENT**
- **TEAM LEADERSHIP**



## Managing occupational road risk



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### Improving learning from accidents



- Better reporting
- Overcoming barriers
- Team based investigation
- Learning from near misses

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### Director leadership



Directors must:

- Make OS&H a board level issue
- Set priorities
- Provide resources
- Monitor, review
- Deliver visible, felt leadership

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## RoSPA SME inquiry



**NOSHC SME Inquiry;**

- Phase one: 'the map'
- Phase two: 'core criteria'
- Phase three: 'sector initiatives'

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## Workers are our biggest H&S resource!

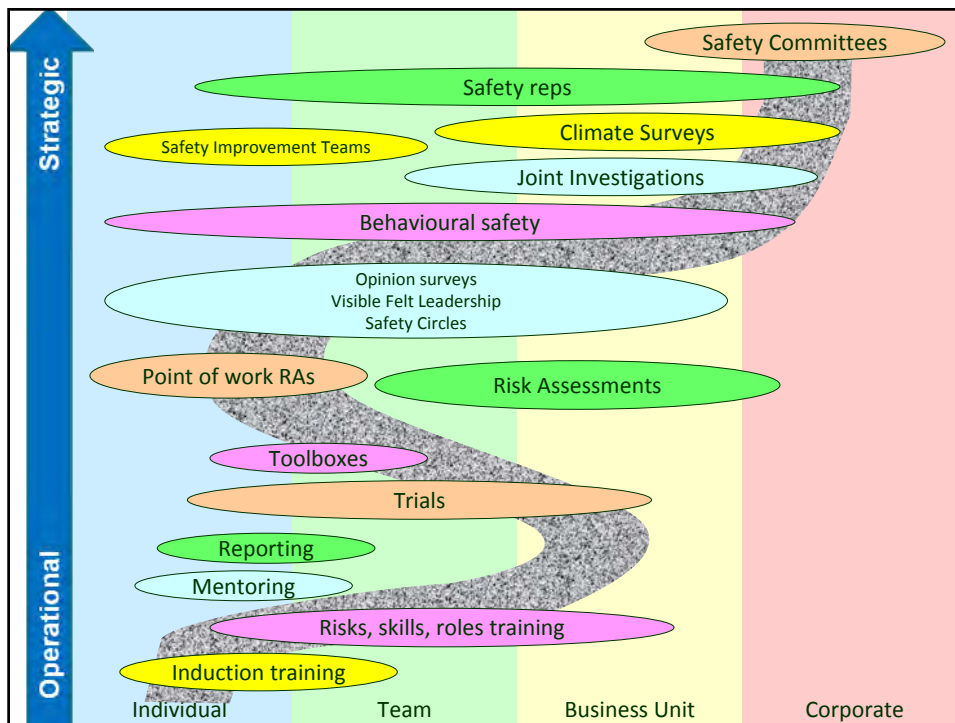


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## Ten top tips...

1. You can only do health and safety with people not to them!;
2. Share your vision, tap into workers' knowledge and get buy-in;
3. Inform and then seek, consider and respond to workers' views;
4. Encourage workers to speak up and speak out;
5. Always thank them and keep them in the loop;
6. Go for safety reps and committees wherever practicable;
7. Engage workers in practical ways all the time (e.g. training, tool boxes, briefings, point-of-work risk assessments, investigations, PPE trials, tours, safety observations)
8. Reps and supervisors need training, time, resources and support;
9. Consult workers and reps about strategic matters too; and
10. Always commend those who go the extra mile for H&S.



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## The next big issue in H&S?

Team leadership of H&S



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## 'Big Workplace Discussion' (launched May '10)



What do team  
leaders need to:

- feel,
- think,
- understand,
- know,
- say and
- do - to lead?

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### Team leadership: UK PLC's weakest link



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### What does BAD look like?

- Paying less attention to safety generally
- Being unduly sceptical
- Focusing more on other business performance objectives
- Regarding essential procedures as unnecessary or burdensome
- Not having any H&S or supervisory skills training
- Not being aware of past accidents or near misses or doubting that accidents can happen
- Believing all accidents are due to wilful worker carelessness if not stupidity

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## What does BAD look like? (contd.)

- Not bothering to be safety conscious outside work, for example, at home or while driving
- Being impervious to safety suggestions and rarely seeking team members' views
- Regarding concerns raised by colleagues as mischievous or even as insubordination
- Turning a 'Nelsonian eye' to obvious hazards and bad practices
- Failing to stand up to individual or group pressure not to comply with essential standards and safe working practices



## What we have done so far..



- Launched at NEC in May
- Circulated a 'Parting Shot' ('Team leading')
- Talked to stakeholders
- Reviewed the literature
- Developed a webpage
- Written to top award winners
- Issued a challenge to Safety Committees

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## We asked safety committees...

1. What makes a good safety leader?
2. What has your experience (good and bad) taught you in this respect?
3. What are some of the barriers to be overcome?
4. What are some of the opportunities for change and improvement? and
5. What might help to achieve these?





## Main messages to emerge

- |  |   |
|--|---|
| <p><b>Motivate:</b> Train and Motivate,<br/>Raise Awareness<br/>Provide solutions and resources<br/>Continually improve</p> <p><b>Lead:</b> Lead by example<br/><u>DO</u> safety (support safe working)<br/>Praise positive behaviours</p> <p><b>Communicate:</b> Communicate<br/>2 way communication (WI)<br/>Listen to workers<br/>Understand needs and problems</p> | <p><b>Knowledge:</b> Knowledge of H&amp;S<br/>(secures respect)<br/>Competent, know 'what good looks like'<br/>Understands 'reasonable' H&amp;S</p> <p><b>Prioritise:</b> Prioritise H&amp;S<br/>See as integral part of job.<br/>Continual commitment<br/>H&amp;S as normal part of business</p> <p><b>Accountability:</b> Accept your role<br/>Responsibility for your/colleagues' safety<br/>Challenge unsafe behaviours<br/>Lead by example</p> |
|--|---|

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## What else might help?

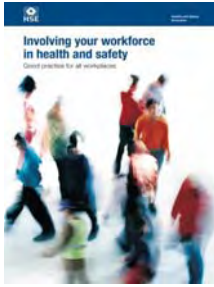
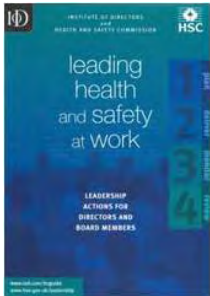


- New forms of training?
- Mentoring?
- Buddying?
- Social networking?
- New comms tools?
- Awards?
- Outdoor team building?

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## New guidance

- HSE IoD guide
- HSE WI guidance



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### Do we need clearer expectations for team leaders?



- Consensus guidance
- Core actions?
- Good practices?

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### Workshop 28<sup>th</sup> October

- Review response to BWD
- Receive case study presentations
- Listen to stakeholders
- Identify what has worked
- Examine options
- Look for partners
- Seek out opportunities

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**Real winners tell their own story**



***Good health and safety is good business!!!***

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**[rbibbings@rospa.com](mailto:rbibbings@rospa.com)**

**0121 248 2095**

**[www.rospa.com](http://www.rospa.com)**