



South Cumbria &  
North Lancashire District  
Manchester & NW Branch

## Joint meeting Next meeting reminder & January 2012 Minutes & Notices



South Cumbria  
Occupational Health  
& Safety Group

### February IOSH IPD/CPD workshop

**Topic:** IOSH CPD & IPD morning workshop  
**Leaders:** Hazel Harvey, Director, IOSH Membership Services  
Carol Stearne,  
Safety Adviser HJ Heinz Ltd, Kendal & District Education & Development Adviser  
**Date:** 21 February 2013, 10.00  
**Venue:** The Netherwood Hotel, Grange-over-Sands LA11 6ET  
**Booking Essential:** [beda1-sc.mnwd@ioshnetworks.co.uk](mailto:beda1-sc.mnwd@ioshnetworks.co.uk)

### February Meeting

**Topic:** Work at Height: Equipment and Training (including rope and ladder access)  
**Speakers:** Jim Tongue, Director, Accounting for Safety, Barrow in Furness  
Craig Matheson, Ropeax Ltd, Barrow in Furness  
**Date:** 21 February 2013, 1330hrs  
**Venue:** The Netherwood Hotel, Grange-over-Sands LA11 6ET

### January Meeting Minutes

**Topic:** Changing Workplace Culture  
**Speaker:** Matthew Strong, Consultant Ryder Marsh (specialist in the psychology of industrial safety)  
**Date:** 17 January 2013, 1330 hrs  
**Venue:** The Netherwood Hotel, Grange-over-Sands LA11 6ET

*The names of those attending our meetings are recorded, if you need proof of attendance please contact Geoff Price Meeting Minutes Secretary (contact details in the programme)*

Martin Fishwick opened the 2013 programme by wishing members a happy new year and expressed his pleasure at the large attendance at the meeting. Martin then introduced today's speaker, Matthew Strong, a consultant for Ryder Marsh Manchester who specialises in training, coaching and safety leadership.

Matthew explained that his background is in the utility and construction sectors. Prior to working as a consultant for Ryder Marsh he had developed improvement programmes for construction projects and businesses, both directly, and indirectly through training and coaching. He specialised in pinpointing improvement opportunities through the assessment of behavioural programmes, safety data analysis, and health and safety surveys.

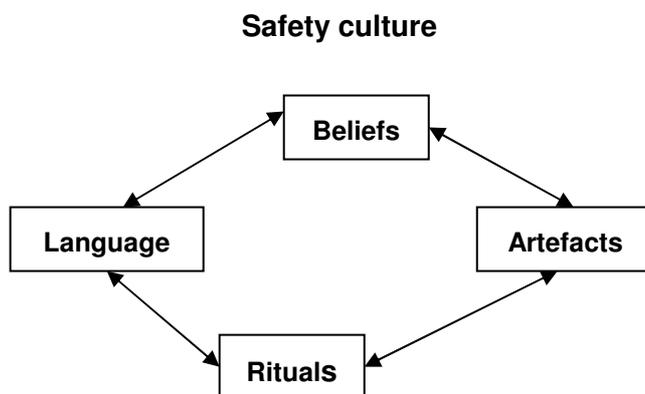
Matthew began by interacting with the audience to tease out factors affecting human behaviour. He explained that individual differences arose from an interaction between inherited characteristics (passed on from parents) and the various life experiences through which the individual passes from the moment of conception. These differences arise because of things such as:

- Family influences.
- Geographical location (local cultures).
- Pre-school influences.
- Education opportunities, quality, support.

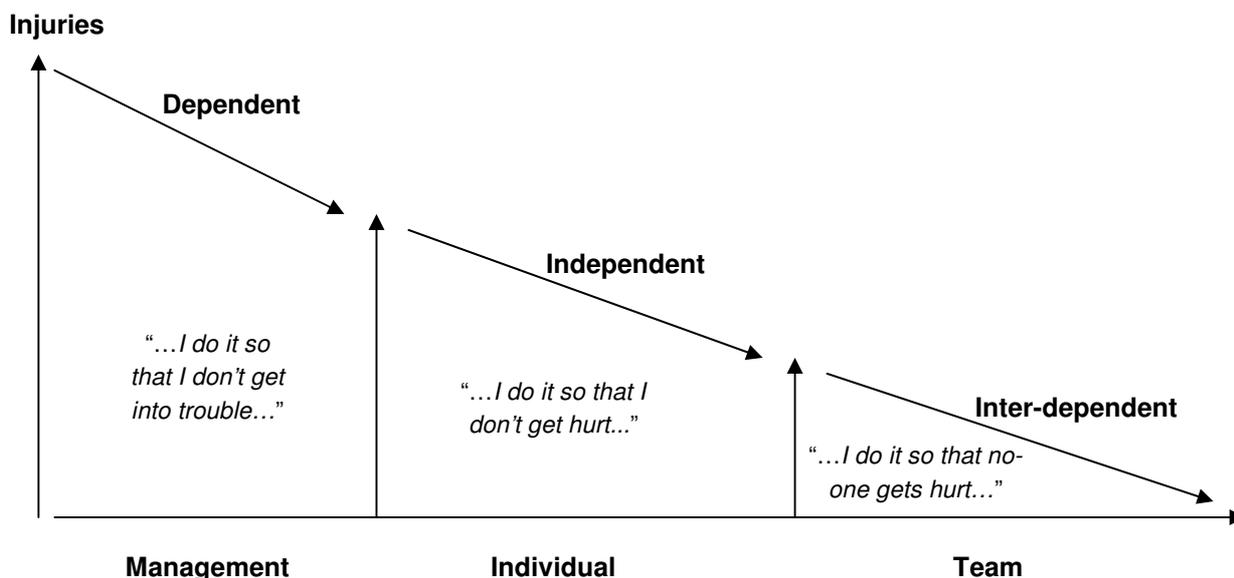
- Occupational factors: training and re-training.
- Hobbies and interests.
- Own family influences, marriage children.
- Ageing.

Matthew gave examples to demonstrate that people’s behaviour varies to fit with the situation in which they find themselves eg attendance at the Queen’s garden party usually leads to different behaviour patterns from those adopted at home. Behaviour can also be influenced by the clothes we wear, our attitude to speed limits, watching what other people are doing, pressure from peers. In a similar way a new employee’s attitude often changes with the passage of time to fit in with the work culture.

Thus workplace culture will be a mixture of attitudes assimilated from work, home and leisure environments and may have a positive or a negative effect. It will also be influenced by peer pressure and group conformity. Matthew explained that workplace culture is about ‘*what normally goes on round here*’ that is a combination of the following factors:



Matthew then went on to describe how the *Bradley Curve* can be used to describe different workplace cultures:



Matthew explained how the *Safety Culture Development Model* can be used to make an assessment of workplace culture by looking at your workforce and asking the questions: Where are you now? Where do you want to be?

<b>Safety Culture Development Model</b> (types of safety culture found in workplaces)	
<b>Generative:</b>	Safety is how the company runs its business; continuous improvement.
<b>Proactive:</b>	Safety managed with workplace involvement and lead indicators.
<b>Calculative:</b>	Safety is managed on the basis of procedures and documentation.
<b>Reactive:</b>	Safety an issue after an accident has occurred.
<b>Pathological:</b>	Safety something that prevents the company doing business. Do not get caught!

Matthew said that the good habits of proactive companies included the following:

1. Good communication on a day-to-day basis (including open, analytical questions).
2. Analysis before blame.
3. Lead measures.
4. Challenging behaviours (asking the 'why' question).
5. Workforce involvement in 'good safety practices' on a day-to-day basis.
6. Modelling.

Matthew explained that good communication included helping employees to understand why procedures are put in place. He then went on to discuss why we are tempted to do the things that we do. He explained that all temptations have consequences: some are soon certain and positive eg drinking beer! But all our actions may have consequences some of which are delayed eg cancer/diabetes/liver diseases. To illustrate this concept Matthew asked the audience to stand up if and, if any had been tempted by any of the following activities, to sit down after he had completed the following list of activities:

- Smoking.
- Drinking a weeks' ration of beer in 24 hrs
- Taking illegal drugs.
- One night stand when you already have a partner.
- Driving 50% over the speed limit.
- Driving when you hope you are not over the limit.

He then showed a series of slides illustrating how different people see can different things even when they are looking at the same thing! Their perceptions are different, and they may all be correct.

Matthew then went on to discuss the five 'Whys' method of influencing behaviour. He used the example of an employee who was not wearing of protective gloves:

Q Why aren't you wearing protective gloves?

A Because they don't fit

Q Why don't they fit?

A Because they are too small

Q Why don't you ask for larger gloves?

A Because they are too large

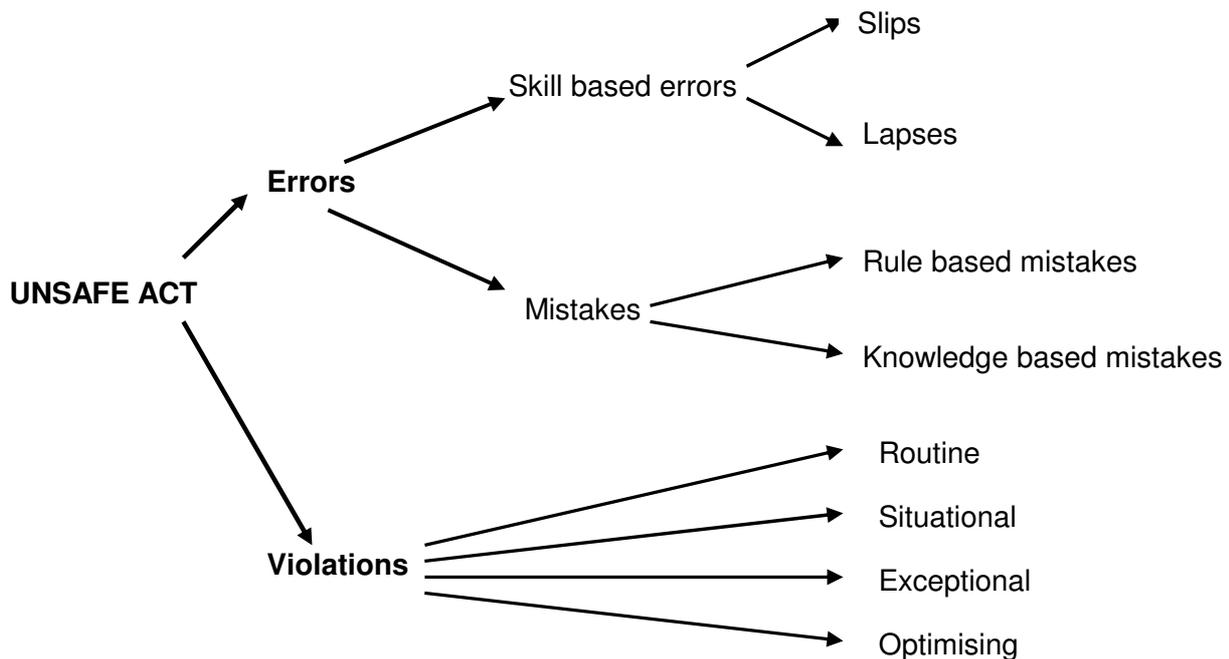
Q Why don't you request medium gloves?

A Because the company don't supply medium ones

Normally after asking three 'why' questions the solution to the problem becomes apparent.

Next Matthew explained what was meant by analysis before blame (see also **HSG 48 model** *Reducing Error and Influencing Behaviour* (1999)).

### Just culture: analysis before blame



Matthew explained that it was important that employees knew that they would not be unfairly blamed for workplace incidents that had multiple causes. By analysing the underlying causes of unsafe acts and understanding what had caused the problem it is much easier to deal with any underlying problems. Possible contributory factors to unsafe acts may include:

#### Slips and Lapses

Once we have learned a skill there is little need for much conscious thought about what we are doing. We can carry out a task without having to think too much about the next step. We learn to ride a bike or drive a car in this way. We need to pay attention to the road and the traffic, but we manipulate the pedals and change gear without thinking about it. If our attention is diverted, we may fail to carry out the next action of the task, or we could forget the next action or lose our place resulting in an error. The same can happen with workplace tasks.

#### Mistakes

Mistakes are a little more complex than slips and lapses. We may do the wrong thing believing it to be right. We have a tendency to use familiar rules and procedures, often when they don't apply. The wrong application of a rule to a situation can result in error.

In unfamiliar situations we may have to apply knowledge based reasoning. If this is miscalculated or the situation is misdiagnosed then a mistake may occur.

These errors typically occur with trained experienced people, but also occur with untrained or inexperienced people. The untrained and inexperienced may base their decisions on misunderstandings and a lack of perception of risk.

#### Violations or breaking the rules

These violations are rarely acts of vandalism or sabotage, but are often carried out in order to get the job done. Many accidents, injuries and causes of ill health come about because of violations.

#### Routine Violations

These are where breaking the rules or procedure has become the normal way of working. New workers come in and learn the incorrect ways, not realising that they are wrong. The incorrect method may have come about because it is a quicker way to work or because the rules are seen to be too restrictive. In one company it is felt that the work could not be finished on time if all the rules are followed.

## Situational Violations

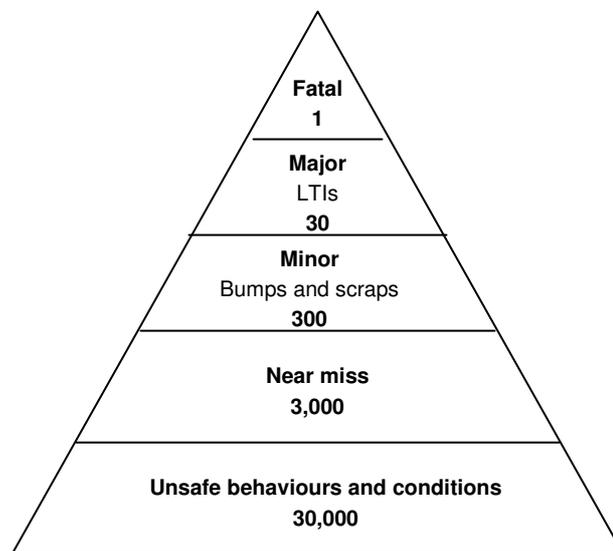
These may occur with pressures from the job; time pressure, extreme weather conditions, and/or wrong equipment. Roof work may continue without edge protection because the correct equipment has not been provided. The person concerned may believe that he is doing a good job by making do with the wrong equipment and getting the job done quickly.

Getting the job done without proper controls may be condoned explicitly, or implicitly by the supervisor, if nothing has gone wrong, which reinforces the violation. After a period of time, the situational violation may become a routine violation.

## Exceptional Violations

These occur when something has gone wrong. A decision has been made to solve the problem and that might involve breaking a rule and taking a risk. It is erroneously believed that the benefits outweigh the risk. An employee, who has a meeting with a client and is running late, may decide to speed in his car to get there on time.

It is much easier to rectify systemic problems that cause unsafe acts in the work environment when managers have an understanding the underlying causes of those unsafe acts. Matthew used the Heinrich's triangle to illustrate the importance of this approach.



He suggested that “...*If we can measure it, we can manage it...*” and “...*what gets measured gets done...*” Matthew explained that workplace behaviour can be measured eg observations of PPE use, workplace procedures etc... If these observations indicate that PPE is regularly being ignored then this should trigger an investigation into why this is happening. For instance is it because the wearing of PPE, such as protective gloves, is causing a loss of dexterity? Is there a better solution to the problem?

This approach is known as **ABC** analysis:

**Antecedent** (triggers): What causes the employee to do the task this way?

**Behaviour**: How does the employee do the task?

**Consequence**: What benefits does the employee get for doing the task this way? eg easier to do, meets targets, quicker etc...

There are two approaches to management's use of Behavioural Safety information:

### Narrow

Focuses on:

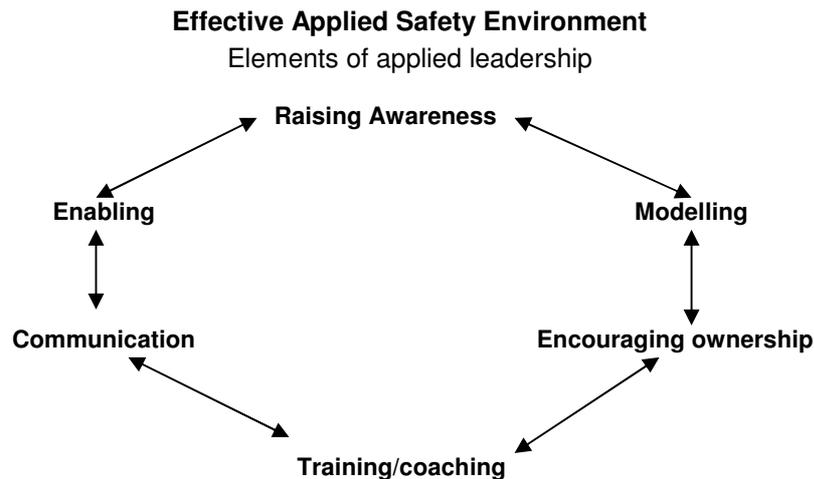
- Process, data, frontline behaviour
- Control
- Compliance
- Threat

### Cultural

Focuses on:

- People, analysis, management behaviour
- Influence
- Improvement
- Reward

Matthew said that building an effective safety culture in the workplace can be summarised by the Ease model: that is Effective Applied Safety Environment.



These elements of applied leadership need to be informed by:

*Elements of workplace processes:* systems, analysis, measurements, hypothesis, intervention etc...

*Elements of workplace culture:* language, beliefs, rituals, artefacts etc...

Matthew then came back to the question that we had asked him to address in his presentation, namely: what is Cultural Safety?

He suggested that it is a process where workplace safety is based on:

*A just culture:* an approach that is seen as fair and consistent and applies to everyone whatever their role in the organisation.

*Human factors:* designs tasks, and, the workplace for ease of operation.

*Psychology:* recognises the need to explain why we do what we do; particularly why we take risks.

Matthew said that organisations who have adopted this approach to safety management have found that it leads to a reduction in both hazards and risk taking which, in turn, leads to a reduction in incident rates and injuries. But, he cautioned, it is not possible to change workplace safety culture 'over-night'. It takes a carefully planned strategy, management commitment, sufficient resources and good communication between directors, managers and employees.

Martin Fishwick, our chairman, presented Matthew with a small token of members' appreciation for his wide-ranging, interactive and thought provoking presentation. After notices the meeting concluded with networking over tea and cakes.

A committee meeting was held after the main meeting.

**Speaker contact:**

Matthew Strong, **Consultant**, Ryder Marsh Safety Limited

e-mail: [matthew.strong@rydermarsh.co.uk](mailto:matthew.strong@rydermarsh.co.uk) Mobile: 07884 446712

website: [www.rydermarsh.co.uk](http://www.rydermarsh.co.uk)

## NOTICES & NEWS HIGHLIGHTS FOR MEMBERS

### Future meetings

13.30 at *The Netherwood Hotel, Grange-over-Sands LA11 7DB unless stated otherwise.*

**Feb 21** IOSH IPD/CPD morning workshop

10.00 Carol Stearne, Safety Adviser, H J Heinz, Ltd (Kendal)  
Hazel Harvey, Director, IOSH Membership Team  
Booking required: [beda1-sc.mnwd@ioshnetworks.co.uk](mailto:beda1-sc.mnwd@ioshnetworks.co.uk)

**Feb 21** *Work at height: equipment and training*

13.30 Jim Tongue, Director, Accounting for Safety, Barrow-in-Furness  
Booking not required: normal monthly meeting.

**Mar 21\*** *Safety of home workers (especially for home visits)*

Christine Morrison, Training Consultant, Suzy Lampugh Trust

**Apr 18** *Driver tiredness: do your drivers understand the impact of tiredness on their driving ability?*

Tony Hart, Senior Architect, Civil, Structural, Architectural Design and Engineering Design Capability, Sellafield Ltd, Warrington &  
AGM, Chairman, Martin Fishwick

\* Followed by Committee meeting

### HSE information on cultural safety:

Human factors: <http://www.hse.gov.uk/humanfactors/topics/behaviouralintor.htm>

Human factors: Inspectors' human factors tool kit: <http://www.hse.gov.uk/humanfactors/toolkit.htm>

Cultural influences on H & S attitudes and behaviour in small businesses:

<http://www.hse.gov.uk/search/results.htm?q=Cultural+safety&cx=015848178315289032903%3Akaus-jano68&cof=FORID%3A11>

Safety culture maturity model: <http://www.hse.gov.uk/research/otopdf/2000/oto00049.pdf>

Thinking about behavioural safety:

<http://www.hse.gov.uk/humanfactors/resources/articles/behavioural-safety.htm>

### Other useful sources of information:

**RMS Publishing:** <http://www.rmspublishing.co.uk/publications/nd.aspx> Publishes: *Managing Health & Safety* which includes a section on human factors.

**IOSH:** [http://www.iosh.co.uk/books\\_and\\_resources/guidance\\_and\\_tools.aspx](http://www.iosh.co.uk/books_and_resources/guidance_and_tools.aspx) Publishes: *Looking for higher standards: behavioural safety improving performance*. This guide outlines key considerations in setting up a behaviour-based safety programme. Published: February 2012 (revised). Pages: 14. Available to download from the IOSH website.

### New from HSE

Manual handling tool box: <http://www.hse.gov.uk/toolbox/manual.htm>

### Current HSE consultations

[CD247 - Public consultation on a National Local Authority Enforcement Code – Health and Safety at Work, England, Scotland and Wales](#)

This consultation sets out proposals for a *National Local Authority Enforcement Code* (the Code). The Code has been developed in response to the Professor Ragnar Löfstedt report "Reclaiming health & safety for all: An independent review of health and safety legislation" commissioned by

the Minister for Employment which recommended that HSE be given a stronger role in directing LAs health & safety inspection and enforcement activity.

Consultation began on **21 December 2012** and ends on **01 March 2013**.

**HSE case studies about H & S myths see:** <http://www.hse.gov.uk/myth/myth-busting/index.htm>

### **Case 110 - Safety glasses required for contracts manager not involved in construction work**

**Issue:** The enquirer is a Contracts Manager, who attends construction sites but does not get involved in day to day site operations. He is being advised that he must either provide himself, or his company provide him with bespoke safety glasses (which would need to be varifocal) to wear on a particular site, where they are imposing a blanket requirement on the use of all PPE equipment ie Hard Hats, Hi Vis Vests, Safety Footwear, Gloves etc.

**Panel decision:** Health and safety law does not prescribe when and where safety glasses must be worn, but would expect protective equipment to be required only in areas where there is a real risk. Many sites do choose to set PPE as a "blanket" requirement rather than specifying when and where it should be worn. The site should be prepared to explain the reasons behind their particular PPE requirements.

However, insisting on the expense of prescription safety glasses for an occasional site visitor does seem unreasonable when there are a variety of over-glasses and goggles available on the market which should provide suitable protection for someone who wears prescription lenses and is an occasional visitor to site.

### **Joint South Cumbria Programme Cards for 2013**

Are available for collection at our monthly meetings, or, if you would like to receive an electronic version please ask Val Kennedy to e-mail one to you.

Please take several and pass them on to other organisations who might be interested in our meetings.

### **SCOHSG Membership certificates:**

If your organisation has renewed its membership and you have not collected your certificate please collect it from Val Kennedy at the next Netherwood meeting you attend or e-mail her if you would like your organisation's certificate to be posted to you.

### **SCOHSG Membership (for companies and organisations); membership renewal for 2013/14 due from 1<sup>st</sup> April 2012:**

SCOHSG membership entitles companies and organisations to send representatives to the joint meetings with South Cumbria IOSH District for H & S training and to meet H & S professionals for informal discussion.

If your company would like to join SCOHSG please send your membership subscription to Geoff Price, Membership Secretary. Membership is open to organisations (not individuals); further information [www.communigate.co.uk/lakes/SCOHSG](http://www.communigate.co.uk/lakes/SCOHSG)

### **South Cumbria & North Lancashire IOSH District**

The IOSH web team have sorted out most of the technical problems on the IOSH web site.

Please let Val Kennedy know if you are still experiencing problems.

Updated: 6 February 2013