

22.02.21

## BUYING INTO SAFETY – NASC MEMBER CONTRIBUTIONS

ENIGMA INDUSTRIAL SERVICES LTD

The purpose of a safety culture is to encompass the expectations, feelings, and perspectives of employees toward the safety in an organisation; commonly known as ‘how we do things around here’.

Taking a proactive approach to building a positive safety culture in Enigma Industrial Services, has a large impact on the company and has taken time to evolve. The aim of our positive safety culture will lower staff turnover, reduce absenteeism, lower training costs, decrease workplace accidents, reduce possible insurance claims, and have a positive effect on our reputation. In general, safe employees will be more productive and produce higher quality work.

At Enigma we have developed and implement several proactive procedures to drive cultural change at all levels, although not exhaustive these include:

- **Management System Arrangements** - Enigma Integrated Management System (EIMS) is certificated by British Standards Institute (bsi) to ISO9001:2015 Quality Management Systems, ISO14001:2015 Environmental Management System and ISO45001:2018 Occupational Health and Safety (OH&S) Management System and ISO50001:2018 Energy Management System (EnMS).
- **Leadership** – Visible senior management team (SMT) commitment, leadership and involvement in improving health and safety performance is vital for building a positive safety culture. Enigma Industrial Services leadership team demonstrate visible leadership by:
  - role modelling of safe behaviours (‘walking the talk’).
  - good quality and effective communications.
  - attention to, and interest in health and safety – via safety tours, involvement in health and safety activities and events.
  - allocation of resources, and priority given to health and safety issues.
- **Leadership & Management Inspection** – The management & supervision team are assigned annual targets to carry out workplace inspections in collaboration with the workforce, identifying areas for improvement which are recorded, addressing the remedial actions and communicating findings to the workforce.
- **Audit & Monitoring** - The internal audit system is managed and carried out by the in-house QSHE & Energy Support Function and include statutory audits based on the management system and independent Scaffold Compliance Audits to ensure consistency and quality of findings.
- **Risk Management** – Enigma utilise Sevron365 risk assessment / method statement (RAMS) integrating risk assessment, method statement and COSHH assessment. The RAMS enable the inclusion of pictorial icons and photographs to enhance knowledge and understanding of the arrangements.

- **Communication & Consultation** – Enigma have a demonstratable commitment to internal and external communications and participation, which includes:
  - **QSHE & Energy Campaigns** – quarterly campaigns based on key trends identified through audit, inspection, incidents and / or industry trends. The first two campaigns ‘Get It Right the First Time’, ‘Stop the drop’ and Return to Work 2021 campaigns consisted of a video summarising the campaign and key messages, with a series of posters designed to help further support toolbox talks. A video demonstrating the consequences of dropped objects was produced under controlled conditions with an Enigma client. The next campaign is due to be released on 1<sup>st</sup> February 2021 and covers Work at Height.
  - **Toolbox Talks** – Enigma have been instrumental in developing the NASC and Enigma Toolbox Talks Manuals to ensure consistency throughout the workforce and scaffolding industry.
  - **NASC Scaffold Guidance Notes** – Enigma are **proactive members of several NASC committee’s**: the QSHE & Energy Director, an active member of the NASC Safety Committee has produced several guidance notes including SG40 Scaffold Yard Operations, SG41 Long Standing Scaffolds and is currently rewriting SG33 Loading Bays and SG6 Manual Handling, which will enhance knowledge and understanding and the workplace culture.
  - **Operational Forums** – Before the COVID-19 pandemic, Enigma hold operational forums where individuals are invited to attend and discuss current issues, trends and contribute with any development ideas, for example, a recent contribution has evolved into a new HAKI component being designed, prototype trialled and final development by HAKI.
- **Monitoring Behaviour** - Workplace health, safety and wellbeing interventions are commonly focused on addressing an individual’s behaviour (unsafe act) and / or environmental (unsafe condition). The Enigma Positive Intervention programme reinforces the company ‘Stop Work’ process, until suitable control measures have been implemented to permit the continuation of work safely. The Positive Intervention Programme provide positive rewards to change unsafe behaviours, reduce job-related injuries, minimise lost production hours, and improve workplace morale all essential ingredients for creating a strong safety culture.
- **Monitoring Performance** - Performance management is performed utilising a number of methods, which include:
  - Performance monitoring on-site – monitoring the individual through the Positive Intervention programme (Unsafe Acts & Unsafe Conditions), discussing areas of concern and agreeing on corrective action and continual monitoring.
  - Performance monitoring – utilise the HR process by interviewing the individual, discussing areas of concerns and placing the individual on an improvement plan, the outcome would be discussed at prescribed time periods.
  - Performance Management HR process – identify skills gaps affecting the performance of an individual and provide additional training where appropriate.
  - Performance Management HR process – as a last resort, implement Enigma disciplinary performance process.

GKR LTD

There is no quick answer to this one. We have a health and safety league that means that all sites are rigorously audited on compliance through to behaviour. They get quite competitive.

We obviously have things like the VR training but in my opinion, good safe behaviours come down to the level of high-quality supervision. It's been seen on our end of results for our safety league. The top sites for safety have better supervision.

Good supervisors do not tolerate unsafe behaviours. They set the example, create psychological safety to drive improvements but rewards when deserving or uses the disciplinary process for any negligence.

We use basic herd theory from behavioural science, everyone follows the herd. No one wants to be the one doing things differently.

It helps for us working predominantly with tier 1s as although far from perfect, all trades and contractor put a value on daily safe behaviours. We've seen that our housekeeping for example becomes poor on a site that has poor housekeeping generally.

So this is why we have an academy above supervisors doing sssts or smsts. To create great leaders who set the standard!

## MR SCAFFOLDING LTD

Here at MR Scaffolding Services Ltd, Health and Safety is considered a top priority and always will be. We continue to strive to ensure the highest standards of H&S and compliance with company policies, procedures and HSE, NASC and regulatory guidelines and regulations.

To enable us to do this MR carry out a thorough induction process for all our employees before they are allowed on any of our projects or even in the yard or offices. The induction processes which comprise of short duration information videos relating to their relative responsibilities, these are followed up by an assessment of their understanding of the topics provided.

Inductions for scaffolding operatives also include a briefing on NASC guidance SG4 and SG6 as a minimum, this is also followed up by other modules relevant to their roles and responsibilities. When it comes to ensuring compliance with both MR Scaffolding policies and procedures and NASC Guidance, MR employ a full time Health and Safety Team, headed up by Matthew Trayfoot.

The H&S team comprises of two H&S managers and two assistant H&S managers. Between the team, they ensure that all projects receive a proportionate amount of direct monitoring, with records of site visits recorded via internal auditing processes. MR also employ the services of Simian Risk Management to provide additional compliance monitoring and training of operatives where a needs analysis identifies any requirements.

The H&S Team assisted by the Operations Management team also provide pro-active monitoring of all our activities on site and engage with mentoring of the workforce regards to best practice and improvements, which are discussed with the workforce on a regular basis. The philosophy of the MR Scaffolding Directors and Management team is to lead by example and encourage employee engagement with our safety directives by engaging with the workforce in matters relating to H&S matters, this is not only part of our H&S policy but is also good business practice!

We have found that by following this practice of engagement and discussion, married with a full commitment to training our workforce that there has been very little need to follow up with disciplinary action. A review of our recent and historical accident/incident statistics submitted to the NASC also shows a very low incident record and an ongoing decreasing trend.

As part on MR Scaffolding's continual improvement and development, the identification of personal protective equipment plays a significant part of reducing risks to both the company and the individuals. By investing in high quality PPE rather than the cheapest option, which is not always the best or most comfortable to use, the employees are more likely to adopt these changes and see them as a benefit to themselves and not just another company directive.

This includes MR Scaffolding adopting a mandatory safety glasses and tethered tools policy which all our current clients welcome and is recognised as being a proactive measure against risks presented on sites. MR Scaffolding also see investing and researching into new and existing technologies as an overall benefit to the company, such as the introduction of tablets with cloud based systems for site-based operations, this again is seen by the employees as a good thing as is welcomed from all levels of employees.

The purchase of such equipment as Catch Fans, Dust Extractor Units for Drills all add value to the company and demonstrate the overall commitment to our employees' health and safety and will continue to do so.

#### TUBES SCAFFOLDING LTD

Working together, acting on client and operative feedback, supervision and communication are strong values of ours and key to maintaining a safe working culture, we believe.

Tight supervision is carried out by not only the Site Supervisors but by Scaffold Inspectors, Contracts Managers and Estimators too, who regularly visit their ongoing projects. In addition to this, photographs are taken of every project, both work in progress and completed, which is overseen by management and helps to ensure projects meet compliance.

There is a huge element of trust involved. We operate an extensive training programme, with highly experienced, longstanding employees with a great work ethic, and don't believe in micro managing to get the best out of our teams.

Our site operatives complete 'Point Of Work' risk assessments on every project which will highlight any residual risks and additional controls required. These are in addition to the Risk Assessment Method Statements (RAMS) carried out and are an extensive measure taken to ensure a safe working environment.

There is a fine line between balancing trust and undermining skillsets. We're using technology to walk this line.

We're continuously monitoring technological advances on safety measures. We are currently improving our reporting process and converting to a digital solution. By developing an app, electronic reports will help to monitor projects, advance communication, automate notifications, provide increased visibility of projects and ultimately enable tighter control.

ENDS