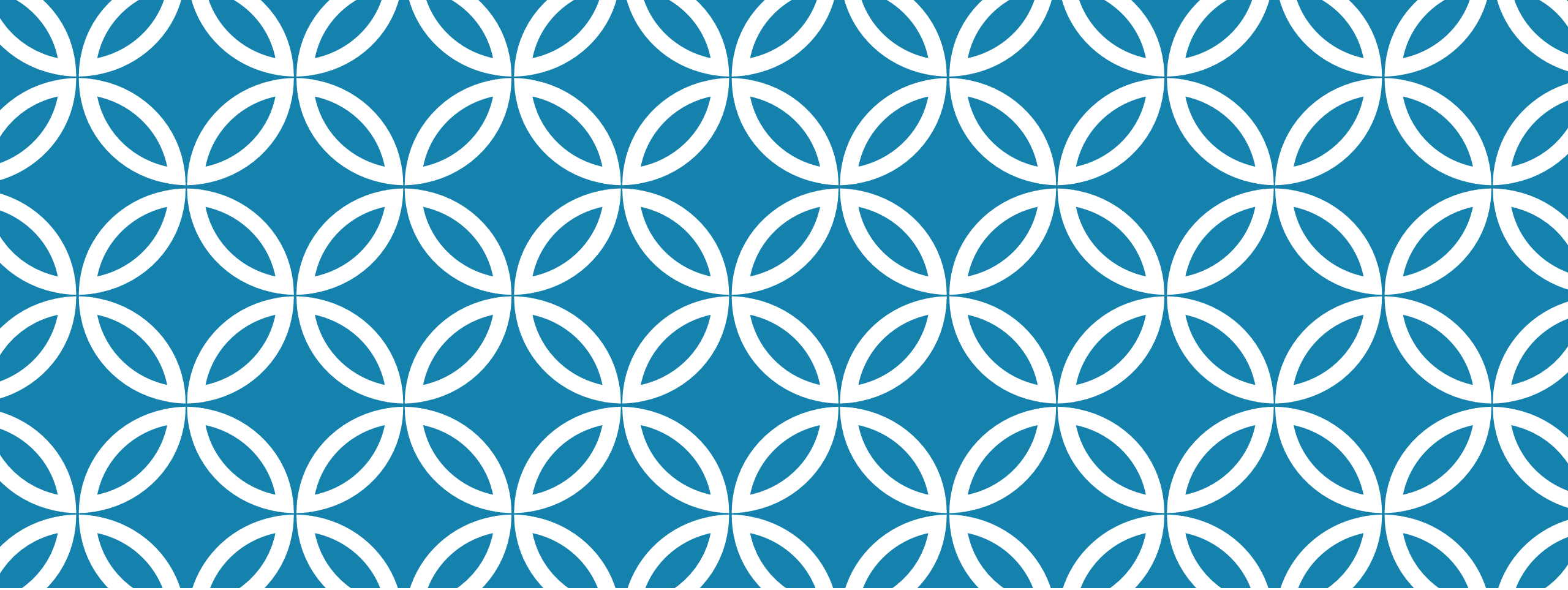


BUILDING A SAFETY CLIMATE

E J Lynes
Health and Safety Lead Advisor
September 23rd 2021

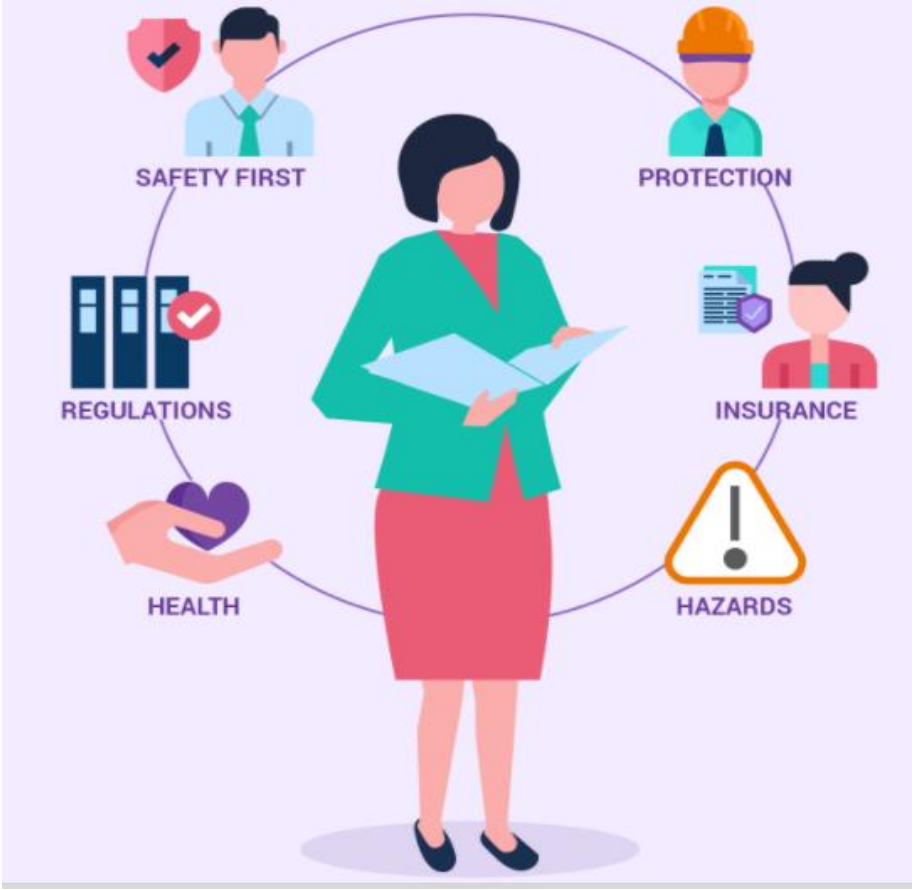
AUDIT AND REVIEW

Purpose of audit and report:

We can establish a baseline for safety standards within the Estates and Facilities Management Group which benchmarks with HSE compliance and the most effective safety controls for the Trust.

By taking a pre-emptive approach in managing hazards and risk control systems, we can set up continuous monitoring designed to identify potential failures.

This approach is based on HSG254 guidance and how it applies to a health and social care employer.



BENEFITS FOR MANAGERS AND LEADERS

The outcomes of this audit-with-review are:

1. to set out best practice management options without institutional bias
2. to achieve robust, proportionate risk controls which are reasonably practicable
3. to raise the profile of a safety climate across the organisation
4. to build on staff knowledge about occupational wellness, mental health and partnership in a workplace safety culture.

Steps for Identifying Robust Safety Controls

A. Collaborate with department supervisors and engineers to check inspection dates for all equipment and machinery on an inspection schedule. [PUWER 1998]Provision and Use of Work Equipment Regulations 1998

B. Audit risk assessments across all departments within EFM and recommend further controls where needed. **Update hazards** and **safety controls**. [MHSAW 1999]Management of H&S at Work Regulations 1999

C. Revisit risk assessments after incidents, changes of equipment, legislation, work processes, materials or personnel: use TSF/S001b. [MHSAW 1999] 3,4 and 10

D. Issue a Survey on Use of Risk Assessments to all teams within EFM. Understanding the staff perception of a work process can open the door to identifying **more/ different** risks. [HSIER1989]Health and Safety Information for Employees Regulations 1989

Figure 1 Disposable half mask

Figure 2 Reusable half mask

Figure 3 Full-face mask

McDavid Construction Corp.

CERTIFICATE OF COMPLETION

This certificate is presented to

Bryan Gills

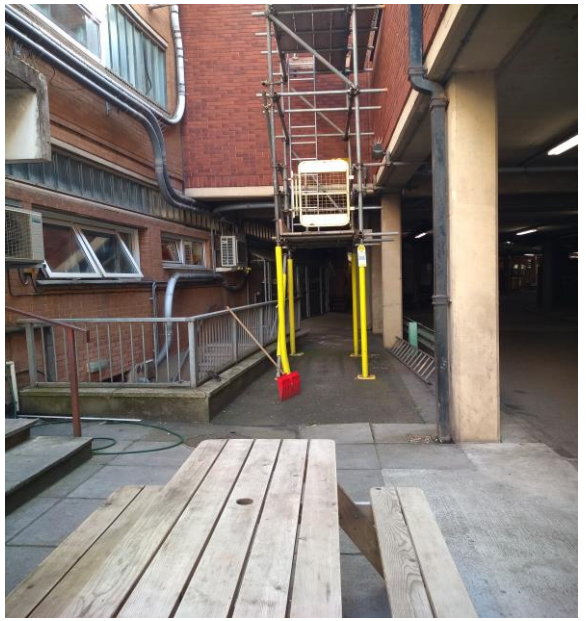
for completing the 14-day Construction Occupational Safety Training Course (COSTC) from June 1 to 14, 2024.

Presented this June 20, 2024.

Martha Landers
Training Director

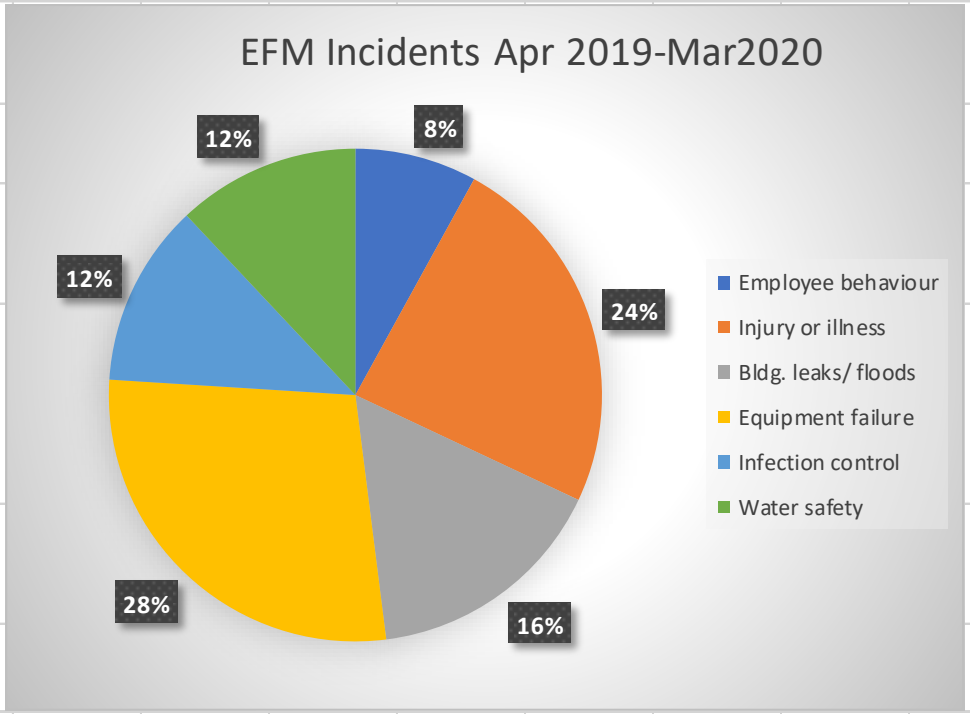
E. Audit employee training schedules and certifications against current job roles, duties and competencies

F. Carry out spot inspections in higher risk workplace areas to compare with current RAs



G. Tabulate a range of EFM incidents and near misses from Datix: categorize according to type of incident and compare using charts as a summary.

Incident type	No. of events	HSE ref						Summary by	EJ Lynes	July 7th 2021
Employee behaviour	2	INDG69								
Injury or illness	6	hssh1920								
Bldg. leaks/ floods	4	L22 INDG229								
Equipment failure	7	OTO 066/2001 INDG290 INDG422 HSG85								
Infection control	3	L25 INDG174 INDG342								
Water safety	3	L8								



ROOT CAUSE ANALYSIS AND LESSONS LEARNED

The ROOT CAUSES of incidents and accidents are almost always due to poor planning or management failures (see Page 10 of HSG245).

[Poor task design and inadequate control measures]…….

Organising and planning control measures are the responsibility of the dutyholder [Regulation 5 of the Management of Health and Safety at Work R 1999].

1. Leadec Limited: £2m + £30k costs

Health and Safety At Work Act 1974: Section 2

The largest health and safety fine handed out in 2020 was to Leadec Limited, a specialist industrial services company, after a worker suffered a fatal injury whilst cleaning waste-water pipes.

Joseph McDonald, an employee of Leadec Limited, was using high-pressure water jetting equipment to clean paint residue from pipes in the paint shop at a car manufacturing site in Solihull. During the process, Mr McDonald was struck by the end of a flexi-lance, causing a fatal injury.

An investigation by the HSE found that while the company recognised the risks of operating high-pressure water jetting equipment, they had unfortunately failed to put in place appropriate measures to mitigate the risks. They had not implemented or enforced the use of various control measures such as a pressure regulator or an anti-ejection device, which were missing at the time of the incident and, training and supervision were also not up to standard.

H. COMPARE AND CONTRAST EFM OPERATIONS PERFORMANCE AND COMPLIANCE MONTHLY REPORTING WITH HEALTH & SAFETY COMPLIANCE

EFM Performance Report

Status	Estates & Facilities Operations Performance Data June 21 for July 21 Report	2020-21 Quarter One			2020-21 Quarter Two			2020-21 Quarter Three			2020-21 Quarter Four			2021-22 Quarter One			Trend	Totals to date	Average to date	Target 2021-22	RAG Threshold		
		Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21					Constant Review	Cause for Concern	No Concerns
	Metrics	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 1	Month 2	Month 3							
☺	Total PPMs planned per month (not KPI)	944	964	1,085	1,180	1,239	939	957	953	791	824	766	854	827	854	0		13177	941	Variable	14		
	Statutory PPMs planned per month	367	356	367	438	404	376	418	400	357	440	338	375	393	371			5400	386	Variable			
	Statutory PPM % success against plan	97%	93%	98%	98%	98%	98%	100%	98%	97%	97%	99%	100%	100%	99%				98%	97%	85%	85%	97%
	Mandatory PPMs planned per month	431	453	528	488	598	370	282	269	234	232	233	256	230	278			4882	349	Variable			
	Mandatory PPM % success against plan	97%	97%	98%	92%	100%	98%	100%	97%	97%	96%	94%	99%	97%	99%				97%	97%	85%	85%	95%
	Routine PPMs planned per month	146	155	190	254	237	193	257	284	200	152	195	223	204	205			2895	207	Variable			
	Routine PPM % success against plan	73%	82%	77%	74%	78%	79%	95%	100%	84%	78%	75%	69%	68%	68%				79%	90%	60%	60%	70%
😐	Total Reactive Requests per month (not KPI)	548	652	678	759	992	891	1072	943	862	828	841	805	874	912	0		11657	833	Variable	14		
	Emergency - P1 - requests per month	6	2	4	44	115	67	112	106	90	143	110	89	119	82			1089	78	Variable			
	Emergency - % P1 completed in < 2hours	100%	100%	100%	98%	99%	100%	96%	95%	100%	100%	100%	100%	99%	99%				99%	97%	90%	90%	95%
	Urgent - P2 - requests per month	134	136	139	171	226	169	188	209	165	122	128	127	141	130			2185	156	Variable			
	Urgent – % P2 completed in < 1 - 4 Days	89%	93%	93%	95%	81%	88%	85%	90%	85%	81%	93%	94%	91%	92%				89%	97%	85%	85%	90%
	Routine - P3 - requests per month	360	441	420	427	530	519	633	522	518	488	503	483	452	456			6752	482	Variable			
	Routine - % P3 completed in < 7 Days	88%	84%	89%	88%	75%	85%	76%	87%	81%	74%	73%	74%	79%	71%				85%	97%	75%	75%	85%
	Routine - P4 - requests per month	48	73	115	117	121	136	139	106	89	75	100	106	162	244			1631	117	Variable			
	Routine - % P4 completed in < 30 Days	90%	90%	86%	80%	87%	65%	60%	90%	81%	75%	60%	79%	39%	32%				72%	97%	65%	65%	75%
	Estates Internal Critical Failures per month	2	1	1	1	4	4	2	2	3	4	1	4	2	3	3		37	2.5	0	2	1	0
	Fire Alarm Testing - % In date	100%	100%	100%	100%	100%	100%	100%	100%	100%	97%	92%	100%	100%	100%	100%		Stat	99%	97%	85%	85%	97%
	Fire Alarm Remedials Outstanding											0	399	371	363	343		1476	295	Variable			
	Emergency Lighting - % In date	99%	97%	99%	99%	99%	99%	99%	100%	100%	97%	100%	99%	100%	100%	90%		Stat	98%	97%	85%	85%	97%
	Emergency Lighting Remedials Outstanding											0	0	4	10	0		14	3	Variable			
	Fire Extinguisher - % In date	97%	95%	96%	100%	100%	100%	100%	98%	98%	98%	98%	99%	99%	99%	99%		Stat	98%	97%	85%	85%	97%

I. **Identify areas of concern from the risk matrices and respond using monitoring timescales 1-month, 3-months, 6-months.**

Red=1 **Amber**= 3 **Green**=6 or ***as scheduled***

Appendix 5 – Risk Scoring Matrix

Consequence / Likelihood	1 - Minimal / Insignificant	2 - Minor	3 - Moderate	4 - Major	5 - Catastrophic
5 - Almost Certain	5	10	15	20	25
4 - Likely	4	8	12	16	20
3 - Possible	3	6	9	12	15
2 - Unlikely	2	4	6	8	10
1 - Rare	1	2	3	4	5

Risk scoring = consequence x likelihood (C x L)

KEY:

RAG Rating	Expected Level of Management
RED	Executive Team / Board
AMBER	Directorate / ISU
GREEN	General Manager

J. Adequate and complete records are used as evidence that all employees receive ongoing support with their physical and mental health:

1. **Health Surveillance** for those in high risk exposure jobs (woodworking, metalworking cleaning, soldering).

Biological monitoring is recommended by The Control of Substances Hazardous to Health Regulations 2002 [Reg.11], The Management of Health and Safety at Work Regulations 1999 [Reg.6] and EH40/2005 Workplace Exposure Limits [COSHH Regs.2002 {Reg.10}] used as a reference.

2. **Stress Management** for those who are impacted by large work-loads and responsibilities - SMT, managers, and TU representatives.

The HSE Management Standards *make clear that stress/ anxiety at work is the responsibility of the employer to take-action [see the* ***General Principles of Prevention****:* ***SCHEDULE 1.*** *The Management of Health and Safety at Work Regulations 1999 Regulation 4]*

ALL ACTIVITIES MANAGED BY THE TRUST MUST BE COMPLIANT AND IN LINE WITH HSE APPROVED CODES OF PRACTICE (ACOPS) AND UK LEGISLATION FOR OCCUPATIONAL HEALTH AND SAFETY

WWW.HSE.GOV.UK

If we spend ***more time*** monitoring safety systems, training staff and reviewing risk assessments

than the time spent investigating incidents, replacing staff or repairing equipment **then** –

We are GETTING it RIGHT!

SAFETY CULTURE FOR EVERYONE AT WORK

WHAT DOES IT LOOK LIKE?

CAN WE ACHIEVE IT HERE?

Ensure adequate ventilation

Respiratory equipment must be worn

Safety helmets must be worn in this area at all times

Flammable material or high temperature*

Explosive material

Toxic material

Corrosive material

Radioactive material

Overhead load

Industrial vehicles

Danger: electricity

General danger

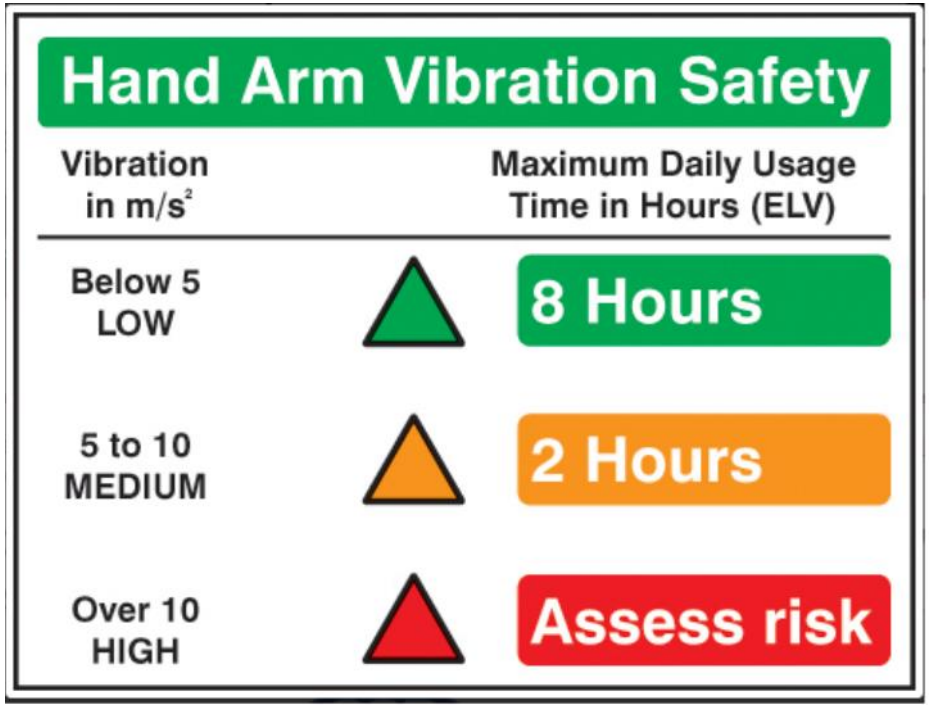
WE ARE ALL WORKING WITH SIGNS AND SYMBOLS HELPING TO REMIND STAFF OF THEIR INDIVIDUAL DUTY TO SUPPORT A SAFETY CULTURE AT WORK

Health and Safety at Work etc Act 1974

Health and Safety (Safety Signs and Signals) Regulations 1996

YOU KNOW WHEN YOU HAVE A 4-5 STAR SAFETY CULTURE AT WORK

When you see these……

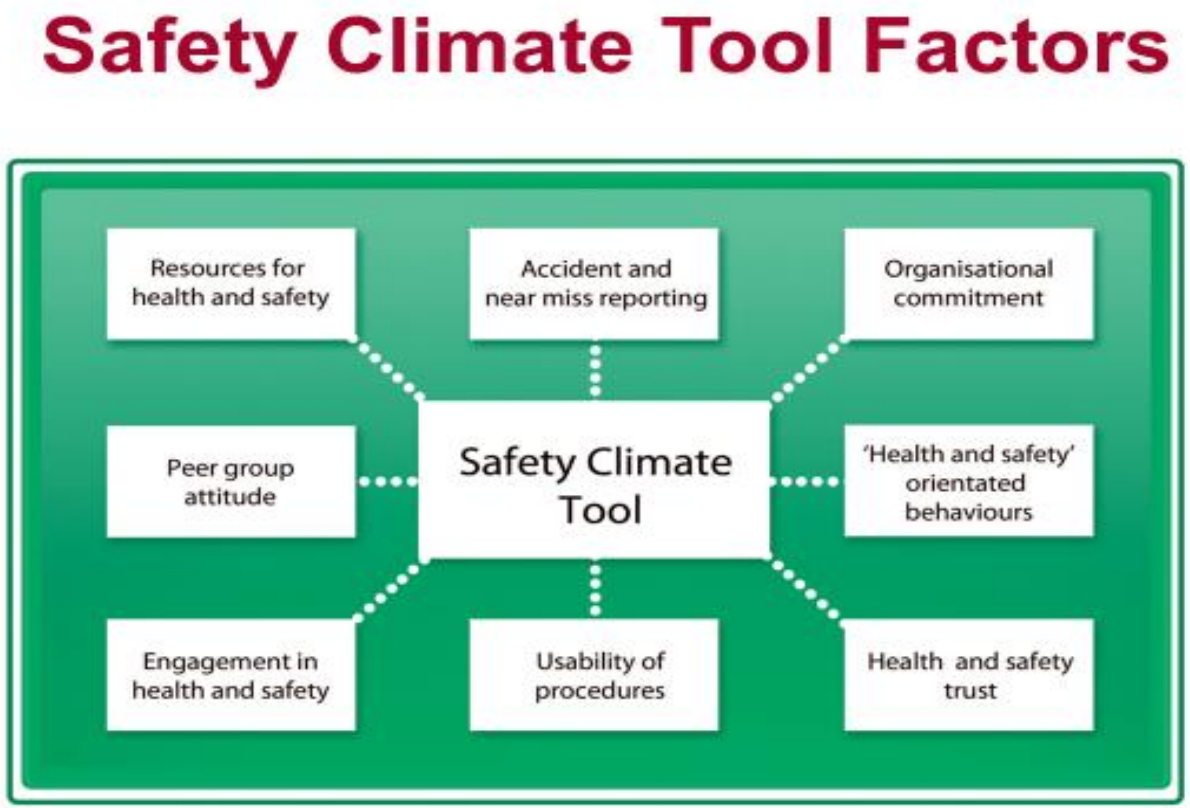


Not these……!

In cases where the HSE and the Crown Prosecution Service have been involved, the safety culture of the organisation can be introduced as evidence (where an employer is the defendant).

By demonstrating that ***there is a positive safety culture across the organisation*** a judge and jury will be more in favour of their defense.

There are 8 areas of employee behaviour and attitude towards health and safety at work which mark out the culture of the organisation.



SAFETY CLIMATE TOOL FOR TORBAY AND SOUTH DEVON NHS FOUNDATION TRUST

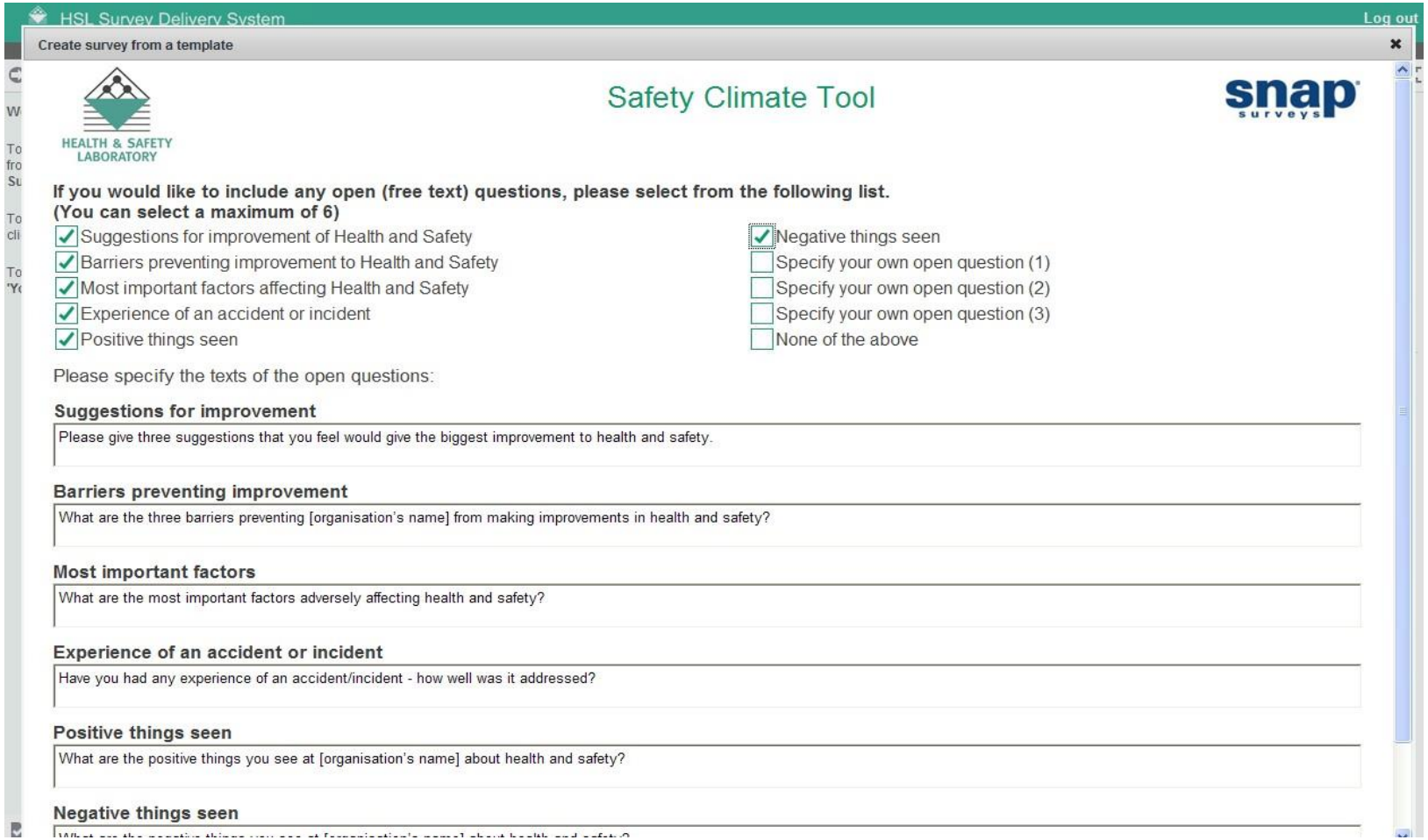
- Organisational commitment – Written policies and procedures
- Safety behaviours are apparent from training and work practices
- The level of trust in health and safety across the company is apparent
- Usability and accessibility of processes and information ex. Risk Assessments
- Peer group attitudes about CPD and accountability
- Regular engagement with H&S issues is shown in work practices and in meetings
- Accident and near miss reporting are adequate and timely
- Resources and investments into H&S assets

What does the Safety Culture look like in Torbay and South Devon NHS Foundation Trust?

How do we find out from our employees? (our most valued assets!)……

The best tool based on staff survey results is the HSE Safety Climate Tool (SCT).

[The rollout requires similar planning and structuring as for the Stress Management steering/ focus group]



HSE WEBINARS FOR THE SAFETY CLIMATE TOOL

Safety Climate Tool (SCT)

Register for an upcoming live webinar demonstrating the Safety Climate Tool

Tuesday 12th October at 12.00pm - sign up here

Wednesday 10th November at 3.00pm - sign up here

If these dates and times do not suit, please get in touch and we can arrange an alternative demo for you.
hseorders@tso.co.uk
+44 (0)333 202 5070

Every employer has a legal duty to assess and protect employees under the Health and Safety at Work Act 1974.

HSE's Safety Climate Tool has been carefully designed by scientists to assess the attitudes of individuals within an organisation towards health and safety issues.

The Safety Climate Tool delivers an objective measure of your safety culture - the 'way things are done' in your organisation when it comes to health and safety. This is a significant starting point for any organisation to continually improve and raise standards.

USEFUL References and Contacts

Legal duties – Managing health and safety at work - HSE

Health and safety regulation... a short guide HSC13 (hse.gov.uk)

Common topic 4: Safety culture (hse.gov.uk)

Safety signs and signals. The Health and Safety (Safety Signs and Signals) Regulations 1996. Guidance on Regulations L64 (hse.gov.uk)

What are the Management Standards? - Stress – HSE

Occupational Health is 01803 653489
EAP number (staff counselling) is 0800 031 4674

The health and safety toolbox: How to control risks at work (hse.gov.uk)

MSD Assessment Tool (hse.gov.uk)

Manual handling assessment charts (the MAC tool) (hse.gov.uk)

Risk assessment of pushing and pulling (RAPP) tool (hse.gov.uk)

Learning lessons (hse.gov.uk)

WATCH OUT FOR U.S.R.T.

https://youtu.be/9UW_afuUFlQ