



## **Chair**

Can I ask the Interserve representative to come up please.

## **Interserve presentation**

Ladies and gentlemen, good afternoon and thank you very much indeed for welcoming us to discuss the Interserve Behavioural Safety Programme.

I'm going to split into two if I may, because we've talked about the Interserve Behavioural Safety Programme, as in we're trying to change the culture, but what I have done, I've brought together some elements of the team, some scaffolders, a manager, a supervisor, and also a QC adviser. Because what I want them to do, it's all very well me saying here about what we're doing, they're going to tell you their personal stories.

Don't worry, this is not a sales pitch! But what I want you to try and do from this slide is just to show you the diversity of the service provision that Interserve Industrial Services do. And if we look down through the list, I mean we're into facilities management, so therefore we have cleaning, we have catering, we have security, we have mechanical fitters, we have fabricators, we have scaffolders. So within our industry, or within our business, we have people that English is not their first language and we also have various skilled people at various levels, very academic down to very practical people, but very, very good at their job.

I just want you to hold onto that thought, because in 2010, I think if we're all health and safety professionals we always sit down towards the end of the year and we will write the mission, or the targets and objectives for the next year. And then the MD will sign it off. I think for the first time, certainly with industrial services, and as industrial services is part of Interserve I challenged the way that we've done business. I got together some QC advisers, I got together some operations directors, I got together a couple of managers, some supervisors, and I even got some scaffolders in. And I gave them a

presentation to say this is what's happened since January 2010 until October 2010. And it was stats about the accidents and the things that had gone on within Interserve Industrial. We then split up into working groups and said what can we do differently? How... how are we going to change next year? And so we brainstormed it and we came out with a three year strategy. Not 12 months targets and objectives but a three year, because as everyone has said today, you are not going to eliminate incidents over a 12 month period.

So we came out, and our mission, and there's no date on it, so what we're aiming for is to be incident and injury free. But for the health and safety professionals as well we want it where you've got operations, this is our job, this is health and safety. This is quality. This is environment. So what we've also said within our vision is that quality, safety, health and environment are the beliefs and values of all stakeholders. That's our people and the clients' people and our subcontractors. Wow! What a culture change.

Just to go back to 2006 if I can, when we had a system in place called SIS, which was about safety identification system, where we used to go out and use hazard spotters and near misses and we used to obviously try and find concerns and then report them. Very good, we had a high peak, lots of interest. But it died. We then come round to 2007, 2008, where Interserve plc said what we need to do is empower people. So they came out with an initiative with a 'don't walk by' campaign. In about 2007 we came out with a database of behavioural safety observation called CATS, Changing Attitudes Towards Safety, where we would carry out observations, hazard spotters, near misses, upload them onto a database, where we could then look at it, we could trend it, we could analyse it. And then we could put in change management systems. I'll show you a little bit more about that in a minute.

In 2010 we wanted to do something... we had to do something differently. And what happened was we won the contract down at Merco Oil Refinery, the biggest shut down they'd ever had. We brought on about 120 people and they said to us if you won the contract what are you going to do differently, because we can't afford accidents during this shut down. And I committed to them then to say we are going to do Interserve incident free; this is what we

are going to achieve. We provided a service, scaffolding, lagging, insulating, on a 24/7 for the whole of the shut down. And within the shut down we had five minor accidents. And when I say minor, they were either cuts or snags or entrapments. When we'd done the workshops we had over, as I said, 120 people through. We also had the client through. And it really, really did work.

We then said, well what was next? Well we started to roll it out. I started to roll a three hour workshop for Interserve incident free through the whole of the industrial. And I managed within a ten month space to get 846 people through a three hour workshop. We then went on, we rolled it out to the board of directors. They've now committed that every single IIF workshop that we run out is opened by a board director. They turn up and open it up. We went through a family publicity campaign. We wrote to the families. Mummy and daddy are going to work, what we want to make sure is that they don't get hurt. What does it mean to you? So they drew pictures about IIF. A scaffolder then turned round and said, "Can we not have those as little stickers for our hard hats, to say we've been through it?" So we made hard hat stickers. We've made them into posters, anything where we could the message across.

We then went through a couple of courses, we then started looking at workplace psychology/behavioural safety. And so we had a turning point in 2011 where the IBSC was born, the Interserve Behavioural Safety Coaching Course. We've then gone through, you'll see various areas on there with the red dots, it shows celebration points, and it's been mentioned this morning that if we are doing good let's celebrate. And the celebration points can be anything from three, as it says Dundee was three year RIDDOR free. We had Edinburgh, five year RIDDOR free. Sencor, another contract with us, petrochemical, three year RIDDOR free. We've had some other celebration points where we've had the Interserve Best of the Best, where we recognise individuals for something that they've done.

And on the other side we've got the reflection points, where we've introduced a QC strategy group, all the QC together, we review what's happened in the last three months and what's happening in the next three months, so that we can go out and then spread that out. And as we going to get up the IBSC

seminar later on this year in 2011 where we're going to bring all the coaches through, and I'll explain the coaching process in a minute. All for our mission in the top right hand corner of being incident free.

As I said, the Interserve incident free, it's an aspiration. It's our mission to be incident free. I don't think it's right, and I think every one of you sat there do not think it's right that people come to work and get hurt, at whatever stage that injury is, it is not right. We all have a right to go home to our families, whether it's my wife, whether it's my two daughters. You've all got someone to go home to. And I think as a health and safety professional what we've achieved with the team is absolutely outstanding. Outstanding

It was my vision at the top and the little tiny head up there with bubbles, and we've spoken about how people's heads work this morning, my head's full of it. So I think we've gone loads of bubbles and I've overworked or whatever, but we've come out and said about IIF, it's a goal. But to get that goal we have to involve the people. To involve the people we have to clear their minds. We can't keep on looking back and saying we've always done it this way. Because the way we've always done it is not necessarily right. So let's teach them, if we're going to do observation reports what do we mean by observation reports? How can we understand how a person works? So we started looking about how the mind works, going into alpha sleep, going into chunks of information that we can hold. And we've all done it when we've jumped in the car, we've put our seat belt on, we've driven out towards work, we've passed that set of traffic lights, and all of a sudden the car goes, "I know where I am, go to sleep." And the next thing we remember is reversing into a parking space in work. And it's trying to identify that in the workplace when somebody is somewhere else and not on the job, to try and bring them back down.

We then looked at the IIF workshop, and what we've done on that is not anything to do with behaviours, it's nothing to do with health and safety. It's about reflecting about how we feel. And I would like to ask you a question please. How many people have got gardens? Show of hands. How many people with those gardens go out on a regular basis and cut the grass? How many people use lawn mowers or strimmers? How many people actually wear

safety boots? Honestly. Yet if you walked into work and you see a groundsman that wasn't wearing PPE those that didn't put their hand up, or didn't wear safety boots doing the garden, would you stop the job? Hello? I would assume you would. Alright? So it's all about inner reflection on the IIF workshop to say that the standards we've got at home need to be in work. The standards we've got at work need to be at home. We can't be dual standards.

So we talk about the IIF workshops. We then go from the IIF workshops, people then can get selected or nominated to go on and do the IBSC. And through that they will put the nomination in, they will be interviewed, and we want to make sure we get the right people, they're passionate about it, they're driven, they're committed, they want to do it. And we invest in that desire. A month later they'll come back and they'll do phase two, which is a two day behavioural safety coaching course. And they'll learn all about psychology in two days. They'll learn, obviously, about the behaviours. But if we backtrack we actually chose the company we'd got because they started off with a belief. Because if we have a belief we have an expectation. If we have an expectation we've got an attitude. And if we have an attitude we'll have a behaviour. So you can always get rid of the behaviour but the belief is always there, i.e. the belief, I cannot swim. The expectation, if I go near water I'll drown. The attitude, I'm not going out with you, I'm not going down to the pool with you, because if I do I'll drown. And therefore the behaviour of separating yourself from that reinforces your belief. And if you take that into a workplace that will only reinforce the team that are around you.

A month later they'll come back and they'll do a one day workshop about the principles of coaching. What a coach is. What a coach is not. We will also introduce them to the grow model, the goal, the options, the GO, and then you've got obviously what you're going to do. So when you're looking at the goal, we've actually got people to say, "We've got a coach that's come back and they're talking about the grow model. How can I use that, Roy, with my daughter or my son that's at school, that's doing GCSEs? So they're taking the grow model home.

A month after that they'll come back for phase four, which is data collection, analysing and trending for change. And we mentioned about what's the point of collecting all this data in if we don't do anything about it? So they'll learn all about the CATS database, collecting in the data where they'll come in and they will see where obviously all the safe acts, or the unsafe acts. Clicking onto the unsafe acts, so then further trend it into various topics. And then from there they can then provide feedback back to their teams.

Coincidentally since 2008 the unsafe acts that we had within the business when we looked at accidents was 95%. In 2010 all of the accidents, our stats actually went down for behaviours down to 57%. So far this year we're running at 31%, so we are reducing very much gradually. In the last five years we've actually prevented 26,000 potential accidents using the behavioural safety observation. 26,000 potential accidents. That's a huge number across the business.

So they'll learn all about how to analyse the data and how to feed that back, and then how to put in changes where we can manage the change out to improve things for the people on the ground. I think for any coach, bearing in mind the diversity of our employees, the skills levels, the education levels, what I'm taking on there is that it does take an enormous amount of leadership and management to change the whole culture.

So our next phase is we're going on to try and get the whole programme certificated by the Institute of Leadership and Management. So again we can further invest and develop our people.

Just to show you Mr Bird. Mr Bird's triangle comes in handy for everything really. But the IBSC coaches. Just want to give you an idea with phase one which we're talking about the IIF workshop. In 2010 I managed to get 846 through. Through that period I've been coaching two of my advisers where they've sat a minimum of 18 hours worth of IIF workshop. They then provided one and they were actually coached and mentored through the process. This year we've done 459, so we're averaging now I think, at the moment we waiting on 1,400 people. We also then had a two hour senior management

team workshop, head turning about what we were doing about behavioural safety, about the IBSC. So within that 87 of our senior managers, divisional directors, and our board of directors, all went through the same process.

If we look at the IBSC alone, five out of our six board of directors have been through the IBSC programme. And they're on the same courses as our scaffolders, as our ladders, as our cleaners, because the communication that you get when you're on these courses is fantastic. It's not the MD and it's not a scaffolder or a cleaner, it's just Bill and whoever. First name terms. Our ops directors and our senior management team, six have been through the programme. Supervisors, 13 have been through the programme. And yet on the operative side we've had 36. So a total of 60 coaches within the business. And as you can see I think that it's more important to get more supervisors and more operatives on because you can gain better results with peer on peer.

What I'd like to do is introduce you to Stuart Cozens, who's a scaffold supervisor, and Stuart's just going to give you a brief overview of the impact that IIF and the IBSC has had on himself. Stuart.

### **Stuart Cozens**

Hi, I'm Stuart Cozens, scaffold supervisor for Tata Chemicals in Northwich. We'll go for the first bullet point, Resistance to Change. After I'd done the IBSC and the IIF forums I wanted to go back to the site, find out who was open to change, who was willing to change. I found it hard at first, finding out the best way of doing this, so I came up with a little experiment. In one of the dinner hours, the site that we're on has a lot of older people, like the gentleman before me was saying, dinosaurs. There's quite a few of them on our site. So in one of the dinner breaks I decided to move all the tables and chairs around. Now, mind you, these fellows had been sitting here for about 20 years, so when I got back it didn't go down too well with some of the older blokes, they decided to move the table and chairs straight back. A lot of the younger lads, they sort of just got on with it really, enjoyed the situation and had a laugh about it. It just showed me what areas I needed to concentrate on

and who I needed to concentrate on, and who was going to be the hardest to change, and who was willing to go with it.

Leading by example. The IBSC and the IIF gave me the confidence to lead by example, to not take any unnecessary shortcuts in the workplace, work as safely as I can. Change my attitude and my beliefs towards safety in turn which changed the attitudes and beliefs of some of my work colleagues, not all of them yet, but I'm sure they will eventually. It gave me the choice to change and commit to my safety.

Personal relationship. I was told constantly by my partner that I was a terrible listener, always telling me I didn't listen properly. She'd done performance coaching so I was sort of her guinea pig for a while, so it became apparent that I was a terrible listener. It wasn't until I'd done the IBSC and the IIF that I realised that this was true, I was an awful listener. So when I was made up to supervisor within work I had to improve my active listening skills, which in turn improved my relationship at home with my partner, because I did start to listen to her. So that improved in work and at home. And Luke, would you believe or not, he is mine even though he gets his hair from obviously not me. But with Luke I was constantly telling him when he was growing up, don't... don't do this, don't do that, please don't do this you're going to hurt yourself, please don't do that, don't go there, don't do this. And I wasn't letting him grow as a person. After I'd done the IBSC and the IIF I began to listen to him, I began to just guide him, listen to what he had to say, help him grow, just help him learn, help him grow up better really. So that's it, thank you very much.

### **Interserve Speaker**

I'd like to introduce you to Steve Watson, who's not only one of my QC advisers but he's also one of the senior coaches that we've now been working together on this project for quite a while. Steve.

### **Steve Watson**

Afternoon everybody. I'm going to stand here today not as a QC representative but as a safety coach, because I'm proud to say that I'm a coach. Roy touched on it earlier, in terms of participation, the mixture of people that we have at these programmes, the value of that is fantastic because you've got directors all the way down to site operatives. And that's important for two reasons. Obviously firstly it demonstrates commitment, that you've got senior management in attendance with site operatives, which is a good thing. And also it breaks that barrier of communication where you've got those different levels of people in a room for a couple of days having conversations over a coffee break. And it's not unusual in that situation for concerns to be raised and commitments to be made, so that is extremely valuable.

Secondly I'd like to talk about measure. Obviously we've touched on safety audits. Since this programme started we've seen a marked improvement in the number of reports that we receive, obviously safety audits, behavioural safety audits, as well as hazard spotting, as well as near miss reporting, all that type of stuff, it's all increased. What's also improved is the quality of that reporting. When we used to receive behavioural safety reports it wasn't uncommon for us to have a tick box for safe and then just a comment to say, yes, everyone working safely. What you now see in that box is evidence of a conversation or a communication, where we've asked the operatives why they're working safely and why they hold health and safety in such high regard. And what you find in that box is that their response will be, because health and safety is important to me. And that demonstrates to us that what we're trying to do is working. Because these guys are choosing to work safely, they're choosing to follow the safe systems, and they're choosing to look out for each other because it's the right thing to do and not just because somebody's telling them to do it. Because nine times out of ten the guys that are being observed, they're not safety coaches, they haven't been through this programme, but obviously these guys have got back to the workplace and it's having a rippling effect, our goal, our vision, our aim, what we're trying to achieve, and that's just cascading through the business with a real momentum, so like I say, it just demonstrates what we're doing is working.

In terms of development of the coaches, one of the key areas is the selection process, make sure that we select the right people that are going share our belief, share our vision, and obviously cascade that through the business as well. I'll give you an example of somebody that I selected. I was on a power station one day and a scaffolder approached me and he said, "Excuse me, is it possible that we can get different size gloves?" And I said, "Well yes, of course it is." And he was only a small fellow. And I said, "Are they too big for you?" And he said, "Oh no, it's not for me, it's a colleague of mine that they don't fit properly." And they're the type of people that we're trying to find, somebody that cares about other people's safety and not just their own.

Also, as I've just touched on, when the coaches go back to the workplace it doesn't finish there, they take a project back with them, and it's a six month project. And what that project does, it encourages the coach to engage with the rest of the workforce, and that's how the message is getting across, as I've just touched on it's the rippling effect. And the effects that it's had is fantastic, and like I say we're reaping the benefits now, so it's working and we're doing well.

### **Interserve Speaker**

Just taking it to another level I'd like to now introduce Jo Troth, who's a FM Manager with Olston.

### **Jo Troth**

Hello everyone. Injury and incident free for me is about trying to create a true safety partnership between myself and my team. It's about focusing on not only our own actions but the actions of our fellow workers around us. The pictures on the slides show some of the people I'm responsible for. I'm responsible to make sure that they get home safe, that they return to home, to their families, in the same condition as when they came to work.

The practices that we do, we provide support services within an industrial environment, it's a busy factory environment, and the risks associated with

that environment mean that we already adhere to very strict safety protocols and procedures. However, on the rare occasion when we do have an incident or an accident, nine times out of ten that's actually to do with human error or a silly mistake. No-one's perfect, we all make mistakes at the end of the day. But injury and incident free, it's about trying to build a framework around the staff so that those silly mistakes are less likely to happen.

Now, for me, it's about operatives wearing safety glasses without a manager being involved. It's about an employee either sorting or reporting something before it becomes an incident or an accident. And it's about us all taking a truly integrated approach towards our own health and safety and the health and safety of the people around us.

To do that we need to evolve a culture, and that's time-consuming and it takes a lot of dedication, and it takes an awful lot of belief. But if we can do that then we eventually get to a stage where it just becomes normal for us all to look out for each other.

The key element to doing that is to give us all a voice, and no matter where you stand in the organisation, to feel free to use that voice. And that takes training, and it requires giving people the tools to do that. And injury and incident free and the behavioural safety coach programme, that's exactly what's that's intended to do. It's to empower the workforce with that voice so that they feel empowered to make those sort of decisions and to make those calls at work. And that training, combined with already the strict safety protocols and procedures that we adopt within the work space should hopefully enable all of our workforce to go home safe. Thank you.

### **Interserve Speaker**

Thanks very much indeed. A couple of things that we've alluded to, if I can pick out on there as well. I mentioned right at the beginning of our journey that we had a programme called 'don't walk by'. That was brought in by Group plc and it's stood us very well, where we have used it to a lot of benefits. Through the programme and the IIF what we introduce to our guys is the three C's:

choice, challenge and commitment. Because everybody has the choice to work safely, or the choice to work unsafely. Everybody has the choice to challenge. And if you're going to challenge something then what you're doing is committing not only to your own safety but that of others that you're working with.

The 'don't walk by' campaign, as I said, was very good, but what we've done is we've actually challenged it. And what I'd like you to do, and the reason why we have challenged it, if I said to you don't think about your left hand, but I don't want you to think about your right foot. And don't think about queuing downstairs when you come to pay your parking ticket to get out of the car park. Who's thought about their left hand? Who thought about their right foot? Who thought about paying for their ticket when they left? And therefore when we take that home about don't jump on the settee, what's the first thing a child does? Jump on the settee? I'll have a go at this. So we actually challenged it. Now some people would say, don't walk by, that's empowering me to challenge, or not to walk by and I'll do that. But to others they will do totally the opposite. So don't walk by now has actually been taken out of the business.

We had an external audit from one of the big companies, it was Achilles, at one of our plants. And what the guy had done was he walked, so the auditor went onto the plant and he crossed a certain line. And crossing that line you had to wear goggles. And one of the guys actually said, "Stop, you can't come over that line without goggles." "I've got eye protection." "I'm sorry, you need goggles. Can you please go back and get some goggles before you come onto this part of the plant." The guy later on came up to me, he said, "Roy, I'm sorry if I've ruined the audit because I told him he was not allowed on the plant." And when we had a discussion I said, "Whatever you've told that guy to do, I will support you 100%." "But what if we fail the audit?" "I'm not bothered about a piece of paper, if you've challenged correctly for the right reason." And so that went back, obviously, to the cabin. So the guys are really now getting into the realm of choice, challenge and commitment. The three Cs.

For the coaches it's all about communication. And because we're all over the country, some 200 sites from the length and breadth of this country, providing service for clients, what we've done is we've set up a website so the guys can go onto the website, the latest information, they can download QC alerts, they can upload information. We've got a discussion point on there, and it is being monitored so therefore it will not turn into the next Facebook. But they can go on there about if they've had a problem, how they've solved that problem, or they've got a problem, how can somebody help me. So they're sharing information for best practice in and around all the coaches. Another fantastic tool where we can share information.

It's our programme, it's something we've devised internally, but also at the same time we've been sharing the best practice with a number of companies out there that have been ringing and saying, "Can you show me through your programme, what are you doing differently. Why are your coaches going through a six month programme?" When I said about the diversity, not only on the trade group but also the learning ability, we've introduced the six month programme so that people can go through the initial learning, then they can go back out to their sites and reflect on what they're doing, and then come back ready for the next module. So what we're not doing is overloading them with information. They're getting time to absorb it, talk about it, talk to the coaches, get some more information. And at the end of the six months, as Steve alluded to, there's a three month working project, so everything we wanted is implemented. They're empowered to implement it into their sites.

One of the guys was just doing their project, he handed me in a PowerPoint presentation. I always send out the initial basic one and it was, "Roy, how do I put a slide in?" "Go to this button, go insert new slide." "Excellent." The guy had never, ever used PowerPoint. So on his feedback he produced 65 slides. Now as we know there was one bullet point per slide, and those that have used PowerPoint, you can put multi bullet points on every slide. But what a fantastic achievement for somebody that has never used something like PowerPoint to achieve something. Well done.

What I want to do, as I said, as the head of QC or the senior coach within the business, one thing that I am extremely proud of is what the coaches have achieved and what we discuss every time we get back together. What I would like to do is just introduce Andy Roebuck, who is a scaffolder at Celanese, that has recently just had an outstanding experience that I think every coach, or every person that I talk to within the business, is so proud of. Andy.

### **Andy Roebuck**

Roy, I don't want to blow this for you. Right, I feel really honoured to be standing here in front of you, Roy, and for you to have been picking me out of all those people back at Interserve, so I'll just go onto my experience.

Me and my two kids were walking through Rotherham, we were looking for a birthday present for my wife, it was her birthday on 17<sup>th</sup> May and my eldest, 13, Nicole, said to me, "Look Dad, there's a scaffold there." So she pointed up to this scaffold and I looked at it and basically you see the man there in the orange T-shirt, he stood on the outside of the scaffolding, which is on a protective fan. You don't use a protective fan to stand on the outside of the scaffold, you use it to protect things from falling. Also there's a fitting in there which the other guy in the yellow T-shirt was dropping fittings in, usually called bombing. I walked a little bit further past to where my other daughter, Alex, because they were falling out...