

## **Encouraging the Safety Culture – Dragons' Den Annual Glass Industry Health & Safety Conference 2008**

There was a moment's shocked silence when the last speaker of the afternoon at the glass industry's Annual Health & Safety Conference, Paul Burnley of DLA Piper LLP, said, "The police view corporate manslaughter as one down from murder, and they WILL arrest you," as he updated delegates on the new Corporate Manslaughter Act. He explained how individual managers can be investigated by police who now have powers of arrest and how traumatic this can be regarding accidents at work.

Not all the conference, hosted jointly by British Glass and the Glass and Glazing Federation and held at Bagden Hall outside Scissett on 6 November, was as gripping though other presentations were dramatic.

The keynote address by Judith Hackitt CBE, chair of the Health & Safety Executive, was enthusiastically received and some delegates felt that she fully understood their concerns, one actually saying, "Judith's been at the sharp end of the chemistry industry for 25 years and has moved up the ladder in the process. She really understands what we are trying to achieve in health and safety." One of her key points was that the industry is "not eliminating risk but MANAGING it" which makes it part of the process of a safety culture. Judith praised glass firms for their work in sharing best practice which had made it one of the safest industries in which to work.

However, she also said that although recent figures showed industries were making progress in reducing deaths and injuries at work they are not moving as quickly as she would like to see, "We still have 200 people killed through work-related incidents every year and between 5,000 and 6,000 people who die as a result of exposure to materials at work. We are heading in the right direction, but we need to get every industry to consider what are the risks in their workplace.

"It is not about eliminating all risk, but doing whatever we can to reduce the risks. Everyone has a right to go home at the end of the day unharmed by the work they do, whatever that is."

The glass industry continues to make significant progress in the reduction of accidents and incidents in its workplaces and in recent years has gained a record of success to which many others aspire to. Continuing success relies on the strategy of identifying causes of incidents and taking positive action to eliminate or reduce potential for reoccurrence. This strategy is evident across glass companies resulting in some of the best safety systems in the world.

A lighter moment followed with the first of the Dragons' Den Sessions with a Safety Officer presenting before his Board of four Dragons for an investment of £30,000 to be applied for health & safety initiatives – and this session showed how not to do it!

Dr Tim Marsh's "Behaviour, bulls\*#t and Business Benefits" presentation was enlivened by actors demonstrating six good habits of safety culture which included effective communicating and modelling. Being a psychologist, he showed how our brains can be tricked by images and how emphasis on sentence construction can make a significant difference to what we hear. For instance it is what follows "but" in a sentence that is considered important. (put in examples if I can remember them)

The other important point he made is that it is the "everyday stuff that 'trips' people up, not the really dangerous stuff." And he went on to show that "slips, trips and falls" are the biggest causes of accidents around the world or as he phrased it: "...anything that is gravity-related."

Tim was followed by the prestigious GLASS Charter Awards, the overall prize winner for 2008 being Beatson Clark plc for their proactive approach to health and safety on site and senior-management commitment. Beatson Clark are providing NEBOSH General Certificate Training to all their supervisors and line managers.

During lunch there were live demonstrations by some exhibitors including from ARMORED with their new protection system designed to protect the corners and edges of glass. Once Armored is fitted the glass is far safer to handle and almost all glass handling anxiety disappears. This is because though most types of glass can absorb a relatively high-level impact on large flat surfaces, the corners are the weakest point followed by the edges, verified when the glass was hit by a scaffold pole; however once Armored protection was removed, the glass 'blew' with just a tap from a hammer.

Globus/Inventor-e brought along their new PPE vending machine and Tetra Consulting Ltd provided a working-at-height demonstration; Vans4Glass displayed a glazing van to delegates while Easi-Dec showed off access platforms.

After lunch, Mike Cowburn of Sovereign Risk Solutions, took to the stage where he explained how when you visit a site you can see and hear within 20 paces (the 20-Pace Rule) whether it is a safe site or not. This was amply shown by the actors showing two different approaches to a site visit by an inspector.

His talk "Insurer – Friend or Foe?" also encompassed how to improve a company's risk profile by presenting strengths and management capabilities and ways in which a positive safety culture is promoted. And once a company has put policies in place, the vital element is then compliance with those policies such as training, continued improvement, continuity and planning for the future.

This led very smoothly to the Dragons' Den session 2 "Lessons Learnt" on how to present your case before the Board in such a way as to engage them in investing in a safety culture and spending the money in order to do so. As part of the whole company being involved it was also suggested that the

'Dragons' should not only commit money but being committed enough to being seen – and on the shop floor – to embrace the safety culture. Alison Bettac-Rogers, Talent Training Services Ltd, guesting as a Dragon gave the laugh of the conference when she suggested, "Do Prada do safety shoes?!"

### **A Speaker Biographies:**

#### **Judith E Hackitt CBE** (*keynote speaker*): Chair | Health and Safety Executive

Judith was appointed Chair of the Health and Safety Commission with effect from 1 October 2007 for a term of 5 years and became Chair of the Health and Safety Executive when the two organisations merged on 1 April 2008. Judith previously served as a Commissioner between 2002 and 2005. She was awarded her CBE for services to health and safety.

Judith returned in 2007 from an assignment as Director of the Chemistry for Europe project with the European Chemical Industry based in Brussels. She was Director of Business and Responsible Care (1998 – 2002) and Director General (2002 – 2006) at the Chemical Industries Association (CIA).

Judith worked for Exxon Chemicals for 15 years in various process management roles at Fawley. She was subsequently European Operations Director of a speciality pigments business before becoming Group Risk Manager at Elementis PLC with world-wide responsibility for health and safety insurance and litigation. She also served for three years as a non-executive Director of Oxfordshire Health Authority.

Judith trained as a Chemical Engineer at Imperial College, London and is a Fellow of the Institution of Chemical Engineers, an Ordinary Member of Council of the Institution of Chemical Engineers, a Fellow of the City and Guilds Institute and an Honorary Vice President of the Institution of Occupational Safety and Health.

#### **Dr Tim Marsh BSc MSc PhD C. Psychol, FIOSH:** Managing Director | Ryder Marsh Ltd

Tim Marsh was part of the original research into behavioural safety in the UK in the early 1990s at UMIST and formed Ryder-Marsh (Safety) in 1996. He is considered an international authority on Behavioural Safety and Safety Culture. Tim was invited to sit on the Cullen Inquiry into Ladbroke Grove and has twice been invited to address the European Conference Board (Safety).

He wrote the safety video 'There's Always a Reason' (Human Focus) and has recently worked with Bakermedia to release a full range of safety training videos. He has had many articles published, most recently a feature article in June 2008 Safety and Health Practitioner (Europe's biggest safety magazine). He released a very well received book on Safety Culture ("Affective Safety Management") earlier this year. Ryder Marsh has worked with hundreds of companies around the world and Tim has spoken at and chaired BBS conferences in many countries such as South Africa, Dubai, India and Kazakhstan. In 2008 the IIRSM awarded him a President's Commendation for his work on Safety Culture.

#### **Mike Cowburn CMIOSH CEng MIMMM:** Sovereign Risk Solutions Ltd

With 30 years' experience operating in the industrial and financial sectors, Mike Cowburn provides an inimitable service to Lloyds of London specialising in the management of their liability account with the purpose of assessing commercial risks before devising effective loss control strategies.

A qualified chartered engineer, Mike has extensive experience in the risk management of small to major projects including; The Channel Tunnel Extension, Swiss ReTower and is currently involved in the construction preparations for the 2012 London Olympic Games.

#### **Paul Burnley:** Partner, Corporate Defence | DLA Piper UK LLP

Paul is head of the Corporate Defence group in Leeds and Sheffield. He is acknowledged by Chambers Legal Directory as a leading national expert dealing exclusively in defending companies and/or their

board of directors in high-profile health and safety and regulatory investigations. Paul is acknowledged as a leading authority on Corporate Manslaughter.

Paul is also an expert in crisis management having acted for, among other major corporate clients, Hickson and Welch in the Castleford Disaster, Associated Octel in the gas explosion at Ellesmere Port, the Leeds/Bradford air crash disaster at Dunkeswick and more recently for Jarvis in the Potters Bar disaster. Paul is currently handling a number of corporate manslaughter investigations for major clients.

His expertise in product recall includes acting on behalf of Terra in the "Benzene-in-drinks" incident and several Retailer Plc clients relating to toy safety. Paul practises across a range of sectors, but in particular, the food, construction, healthcare, manufacturing, energy and chemical sectors.

## **B GLASS Charter Awards**

The Glass Charter, British Glass' industry safety initiative, was launched in April 2000 and was developed to reduce accidents across the industry by 30% over 10 years. The Charter is designed to help companies to improve their health and safety performance through best practice guidelines, ideas and information exchange and advice.

The Glass Charter Awards were created to recognise and reward organisations and individuals who make exceptional efforts or contributions to improve health and safety practices and performance. This is the sixth year of the Glass Charter Awards with twelve award categories and a further two awards for companies who provide services or products that assist in the industry's goal of continuous improvement.

Winners:

1. **Glass Charter Globe – Overall Safety Performance: Beatson Clark plc** – their no-blame culture and thorough analysis and scrutiny of every incident ensure effective control of health and safety performance. They also proactively ensure all supervisors and line managers on site receive NEBOSH General Certificate training.
2. **Best Safety Performance – up to 50 employees: The Standard Patent Glazing Company Ltd (Keith Gibson)** – The company has lowered its incident rate on a yearly basis and all employees receive health and safety awareness training every two years.
3. **Best Safety Performance – up to 250 employees: NGF Europe, St Helens** – The company has introduced a number of initiatives as well as a site improvement plan aimed at measuring safety through Key Performance Indicators, Incidents of High-Potential, Quarterly Improvement Actions and Behavioural Safety.
4. **Best Safety Performance – over 250 employees: Solaglas Windowcare** which is committed to making health and safety everyone's responsibility by providing commitment from the top-down, training, objectives, involvement by all and sharing of best practice.
5. **Best Improvement in Safety: Peter Margieson, Windowstyle UK Ltd** – for making such excellent progress in the field of worker involvement and health and safety training, including the establishment of an on-site training facility.
6. **Best Safety Initiative: Sharon Pearce, Transport Supervision, Solaglas Windowcare** – Sharon was instrumental in the implementation of a thorough Transport Management System with robust monitoring of speed, average costs per mile, accidents, cost and frequency of maintenance etc.
7. **Best Training Initiative: Gemma Folan, Quinn Glass Group Ltd, Elton** – for the introduction of a comprehensive training programme covering all aspects of on-site operations, including glass manufacturing NVQ Level 2, Production Health & Safety training, Training for Employee Representatives and Safety Committee members and train-the-trainer Manual Handling Training.
8. **Best Health Initiative: Melanie Bennett RGN BSc (Hons), Allied Glass Containers** – Melanie, Occupational Health Nurse, has developed a full programme for health surveillance for employees, including a basic level of assessment for existing employees and pre-employment checks for new employees. This included spirometry and audiometry testing.
9. **Nominated Director for Health & Safety: Alan Jones, Managing Director, Beatson Clark plc** – for demonstrating exceptional commitment to Health & Safety and is at the forefront of all initiatives taking a personal interest to ensure that annual health and safety strategy achieves the desired outcome. The results speak for themselves with a year-on-year downward trend for all incidents, including RIDDORS since 2001.
10. **Health & Safety Professional of the Year: Bruce Phillips CIMOSH DipRSA, Health & Safety Manager, Allied Glass Containers Ltd** – the impact of his efforts are seen by all – including the company's insurers who see him as the experienced and competent safety professional he is – giving employees confidence in all company activities. He has co-led two

furnace rebuilds and the installation of two abatement plants through the new CDM regulations.

11. **Safety Representative of the Year: Philip Langham, Solarglas Windowcare** – is a very popular member of staff, instrumental in helping the company win over staff in health and safety matters, using humour to enthuse others and get the message of safety across to all staff.
12. **Employee Contribution to Health & Safety: Tony Humphries, Health and Safety Coordinator, Pilkington NSG Group Flat Glass Business, Gateshead** – along with his full time role in the glass processing department and often in his own time, Tony has consistently contributed to raising the standards on site including toolbox talks, training and management of safety programmes.
13. **Supplier Innovation Award: Kevin Rossiter, Managing Director, Rossiter & Co Ltd** – Kevin and his team have delivered real change in the industry by delivering bespoke safety training videos and DVDs to organisations throughout the glass industry.
14. **Overall Supplier to the Glass Industry Award: Martin Woodall, Managing Director, Lattitude Safety Ltd** – for his innovative work on behavioural safety and training packages. Martin's passion and belief in behavioural safety change is as strong today as it was when he entered this field 10 years ago.