



# Health and Safety Strategic Initiatives Pull Out Special

## What's it all about...?

In January 2009, the Strategic Forum met as part of their process in the establishment and maintenance of the long-term business strategy with regard to Health, Safety and the Environment.

The Forum discussed the need for strong leadership throughout the business, the building of competencies and the involvement of the work-force in the creation of a safer and healthier work-place.

All the Directors are committed to ensuring the health and safety of all stakeholders and responsibility for the delivery of the Health, Safety and Environmental Policies.

Four areas were highlighted as being key to the successful delivery of the company's health, safety and environmental strategy and it was agreed to implement strategic initiatives in these areas, with Tony Newton,

**Pictured below: Seamus Keogh, Colin Wilkinson, Steve Lyons, Tony Newton, and Colin Waugh.**

Steve Lyons, Colin Wilkinson and Seamus Keogh undertaking the responsibility as Directors for individual initiatives.

The initiatives and the Directors are:

- █ Occupational Road Risk - Seamus Keogh
- █ Drugs and Alcohol Screening - Colin Wilkinson
- █ Manual Handling - Tony Newton
- █ Utilities Strikes - Steve Lyons

Colin Waugh has overall responsibility for the communication of all the initiatives.

Extensive research, development, implementation and monitoring has taken place with regard to these initiatives over the last eighteen months across the business and over the next few pages we look at the progress of them in turn.



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# Occupational Road Risk – Managing Your Driving



### What is it?

All risks associated with any driving activities undertaken by a Group employee in the course of their employment.

### Why manage it?

There are various reasons that make managing ORR essential. These being:

**Legal** - The Road Traffic Act, the Health and Safety at Work Act and the Management Regulations – we are required to risk assess everything we do and to put suitable control measures in place.

**Corporate Manslaughter** - The Corporate Manslaughter and Corporate Homicide Act - Police treat all fatal accidents as a crime scene; all are initially classed as an unlawful killing.

**Moral** - Statistics show that on average there are approximately 3,200 fatal road traffic accidents per year, 32,000 significant injuries and 333,000 other injuries. A person driving more than 25,000 per year is at similar risk to a deep sea fisherman or coalminer! We need to reduce the risk of employees being involved in an accident.

### What did we need to deliver?

A safe system of work that would allow the business to efficiently and effectively manage all relevant aspects of Occupational Road Risk – driver, vehicle and journey – with all company drivers to be registered by September 2011 and issued with a RiskMaster permit to drive, with the ultimate remit being, no permit, no driving on behalf of the company!

### What have we delivered?

In April 2011 the company implemented an important change in the way we monitor and ensure the safety of all our employees when driving with the introduction of a programme called – RiskMaster.

### What is RiskMaster?

RiskMaster is a high visibility, fully integrated software tool developed to manage all aspects of work-related road safety. It is provided as a fully-managed service to suit the needs of our organisation.

### What does it do?

It changes driving culture by demonstrating to individuals that they have a clear responsibility for their actions when driving any motor vehicle, in particular on company business. RiskMaster provides evidence that the company is making every effort to ensure that anyone driving on work-related activity is doing so within a structured, auditable programme. Companies already using the scheme quote between a 25% and 30% reduction in accidents.

### What's in it for me?

We are introducing a reward for safe drivers in the form of £200 worth of Red Letter Day vouchers. To be eligible to be entered into the quarterly draw, a driver must be an employee, be registered on the programme, have less than or equal to 10 points on their Permit to Drive and have no new points added in the last 3 months.

### Where are we now?

The company at any one time has approximately 1,400 people who drive on company business. At the time of going to print just over 950 people had achieved full permit status. Well on target for the September deadline!

### Next Steps?

Once full registration has been achieved we will be able to monitor driving behaviour and identify drivers who may be at risk to enable us to take positive; steps to improve the safety of our driving related activities.

For more information on ORR contact Ian Housley on [ian.housley@theclancygroup.co.uk](mailto:ian.housley@theclancygroup.co.uk)



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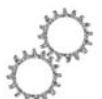
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# Healthy & Employed – Managing Drugs & Alcohol



## Why do we want to do this?

Workers in the construction industry are six times more likely to be killed at work than other workers (Source: HSE Revitalising Health and Safety).

Many areas that we work in operate to a zero tolerance of drugs and alcohol.

As part of the company's commitment to the health and safety of all its stakeholders, conformity with current health and safety legislation and client contractual requirements, a review of the company's Drugs and Alcohol Policy was undertaken.

## What supporting evidence was there?

The abuse of drugs and alcohol is now recognised as a major contributor towards absence and workplace accidents. Research suggests that it is highly likely that 1 in 10 of the workforce will be taking illegal drugs; from occasional recreational use (90%) to the remainder (10%) being seasoned and habitual users of hard drugs. Within our industry, it is estimated that 10% of all employees have abused the taking of drugs and alcohol whilst at work and that, potentially, 1% of the work-force will be abusing drugs and alcohol to a dangerous level.

## What happened or happens next?

An initial pilot study (Phase 1) in our Sunderland operational area was undertaken in 2011 through an external screening company (Occupational Health and Training Services (North) - OHTSN). This area was chosen as there was also a contractual requirement with CE Electric to introduce drugs and alcohol screening.

## What did the pilot study consist of?

All employees and sub-contractors who were involved or potentially involved with the CE Electric contract were subject to an assessment by an Occupational Health Nurse from OHTSN for alcohol and certain types of drugs.

## What communication did employees and sub-contractors receive prior to the pilot study?

All persons subject to the screening process in Phase 1 attended a presentation some three months in advance of the screening; newer employees were shown this at induction and all received a memo informing them of the company's intention to screen and to initiate the requirements of the CE Electric contract. Additionally, each employee attended a specific presentation given by the senior contract management team in which the reasons behind the screening programme were explained and the risks associated with being under the influence of drugs or alcohol whilst at work were discussed. The types of substances being screened for were also given out in more detail.

## What's in it for me?

Quite simply good health and continued employment!

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## Did you know?

Alcohol isn't a stimulant, it's a depressant.

Alcohol has a dehydrating effect, which is the main reason why excessive drinking can lead to a hangover. It can also lead to temporary impotence in men.



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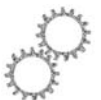
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## What were the findings?

Phase 1 screening was undertaken on three separate dates between 15th February and 14th March 2011.

### Screening Summary

Phase 1 Screening – 15th & 22nd February

Number of persons to be screened	Actual number screened	Number of persons missed screening	Number of passed samples	Number of positive results
101	95	6	93	2
%	94%	6%	98%	2%

Phase 1 Screening – 14th March

Number of persons to be screened	Actual number screened	Number of persons missed screening	Number of passed samples	Number of positive results
37	29	8	29	0
%	78%	22%	100%	0%

Phase 1 Combined Screening

Number of persons to be screened	Actual number screened	Number of persons missed screening	Number of passed samples	Number of positive results
138	124	14	122	2
%	91%	10%	98%	1.5%

## What happened next?

The two employees positively tested were found to have been taking grade A drugs. They were notified in accordance with Group procedures (available in the Employee Handbook) and subsequently interviewed – both



## Did you know?

Regularly snorting cocaine can lead to loss of sense of smell, nosebleeds, problems with swallowing, hoarseness, and a chronically runny nose.

signing statements confirming that they had used illegal drugs. Both resigned the following day. This sends a serious message to all employees of zero tolerance with regards to abuse of alcohol and illegal drugs.

## Where now?

Phase 2 of the screening programme will begin in August 2011 in Scotland; a similar process will be undertaken, although all new employees will now be screened as a matter of course in the North East. Phase 3 will be rolled-out to the rest of the business in 2012.

For more information on D&A screening, contact Richard Ryder on [Richard.ryder@theclancygroup.co.uk](mailto:Richard.ryder@theclancygroup.co.uk)



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# Fit for Work, Fit for Life, Fit for Tomorrow – Reducing Manual Handling Risks



## What is manual handling?

The Health and Safety Executive defines manual handling as follows: “any transporting or supporting of a load (including the lifting, putting down, pushing, pulling, carrying or moving thereof) by hand or by bodily force.”

## What are the facts?

The UK working population is approximately 30.5 million (2001 to 2008/9 industry perspective). Musculo-skeletal disorders (MSDs) account for around 46% of all self-reported work-related illnesses. Manual handling injuries account for the majority:

- 42% Back-related
- 40% Upper limbs/neck
- 18% Lower limbs

Approximately 35% of all certified days lost are due to MSDs, with 53% contributing to all doctor diagnosed work-related ill health issues; 36% of over 3 day injuries (RIDDOR) 2008/9 figures are due to handling, lifting or carrying. So the facts are compelling!

## Why the need?

Injuries caused by poor manual handling techniques are the biggest single contributor to lost time incidents within the construction industry. There is also a statutory requirement for us to assess manual handling in terms of assessing the need to lift and mechanising and removing the need to lift where possible. It is also of great concern to our insurers!

## Does the company really have a problem?

For the period 2009/10, of 112 reported injuries (in all categories – minor to reportable), there were 17 (15%) reported manual handling injuries (there were 22 of 147 (14%) in 2008/09). However, some of the other reporting categories could include some manual handling injury accidents – e.g. shoulder, wrist/hand, fingers, foot!

Between 2008/09- 09/10 our slips, trips and falls injuries increased by 22% to 30%. MSDs increased from 9% to 15%.

## So what are the issues for us?

Through investigation and research it was discovered that there was:

A general lack of meaningful awareness within the business as to what manual handling is; inconsistent and mixed messages being given to our people; limited guidance on offer; a lack of robust, concise reporting mechanisms; a lack of linkage between departments in terms of recording and data acquisition, for example induction, occupational health, toolbox talks, incident reporting, insurance and return to work; manual handling literature and visual aids are dated.

## So what did we do next?

The team explored the market place for a suitable service provider to deliver a strategy to address the company's approach to manual handling – the delivery partner chosen was Pristine Condition Limited.

## Why Pristine Condition?

Pristine Condition are internationally renowned and are experts at formulating bespoke programmes tailored to suit individual company needs and promoting behavioural change - aligned to our existing MindSafety™ strategy. They have sustained results of between 88% and 100% reduction potentially in incidents, accidents and claims from manual handling.

## What's in it for me?

The HSE Strapline with regards to manual handling is, Fit for work, fit for life, fit for tomorrow!

...Nothing more to be said!

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## What happened next?

After consultation with the manual handling team, Pristine Condition visited a variety of our sites across all business streams, observing numerous activities, to carry out a Training Needs Analysis (TNA), risk assessing our manual handling activities. Throughout the assessments, Pristine Condition continually observed staff lifting, handling and manoeuvring items with incorrect technique. Correct/incorrect anatomical position and technique can quarter or quadruple the pressure on the body from the same weight when being handled e.g. handling 10kg incorrectly can place 40kg of pressure on the body. The body does not have the mechanism to tell us each time we lift and handle incorrectly, only when we have done so too many times. This results in operators being totally unaware that they are continually increasing the pressure on the body, therefore increasing the risk of injury. The Pristine Condition approach seeks to change ingrained 'bad' habits.

Sample of tasks observed:

Handling cones and barriers – edge protection	Working inside vehicles
Digging activities – backfilling – using a wheelbarrow	Handling slabs, kerbs, blocks and concrete lintels
Equipment being used – wacker plates, breakers, disc cutters/saws	Handling Jerry cans
Lifting inspections/fire hydrant covers	Shovelling cement from containers
Handling items from pallets	Replacing valves and connections
Handling 25kg bags	Handling scaffold poles
Handling and erecting HERAS fencing	Access/egress of vehicles – cab posture
Handling long items	Installing 6 metre cable ducts
Using Cable Avoidance Tools (CATs)	Handling ballast bags
Handling in stores areas	Use of ladders
Hitching/unhitching trailers	Connecting pipes
Loading and unloading vehicles	Handling in an office environment
Manoeuvring ramps/walkways	Team lifts



## What were the findings?

The assessment established that the risk ratings for the majority of our tasks are medium and high. Whilst some significant inroads into the higher risk areas have been made by the introduction of automation and lifting aids, the implementation of the Pristine Condition programme will add further value to these control measures.

## Where now?

We need to promote behavioural change and align this to our existing strategy! The roll-out of the bespoke structured delivery programme is currently under development – watch this space!

For more information on manual handling contact Jane Confrey on [Jane.confrey@theclancygroup.co.uk](mailto:Jane.confrey@theclancygroup.co.uk)



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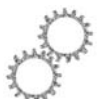
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# Best Behaviour, to Eliminate Utilities Strikes



## Why manage?

Contact with underground/overhead utilities presents one of the greatest risks to our operational employees and to the business in general.

Striking electricity services can cause serious, horrific, disabling injuries and fatalities. The risk of explosion from gas strikes is very real and unfortunately all

too common. The personal cost of serious or fatal injuries is immeasurable. The cost to the business from claims is substantial and a drain on our 'bottom line' (profit). Utilities strike rates had shown a decrease from 2006, but had levelled out over a two-year period.

Despite the fact that the figures were showing continual improvement, as this is a key risk area for a business undertaking the huge amount of excavation work that we do, there was a pressing need to increase the focus on this area; to seek a step-change in performance.

## What were the next steps?

Through the Strategic Forum, a number of areas were identified for review and examination. These were:

Current strike rates	Permits
Historical strike rates	Triple M/Mobile-i
Strikes by type (utility)	Smart Surveys – GPRS
Strikes by work type	Competence - management/operatives
Tools used – hand or mechanical excavation	Behavioural approach
Existing procedures, information etc.	Best practice

Data was taken over a three month period and the average strike rate at that time ranged between 0.15 and 0.17 strikes per gang per month.

## What was proposed?

Consideration and analysis of all the available information led to the following being recommended for implementation across the business:

- Behaviours/best practice – MindSafety™
- Utilities strike questionnaire/formal review meetings
- Competence levels review
- Triple M/Mobile-i usage
- Smart surveys (where appropriate)

## What does this mean?

Behavioural approach - MindSafety™  
A behavioural approach to health and safety compliance has grown in popularity over recent years. A survey of experience within behavioural schemes at a sample of UK manufacturing sites found that half of the sites surveyed reported significant improvements in accident rates and an improvement in employee involvement and engagement.

The survey also found that behavioural safety schemes can:

- ❑ Provide employees with a clear understanding of what comprises safe behaviour
- ❑ Promote work-place discussion of health and safety and provide a practical method by which employees can become engaged in safety
- ❑ Provide a vehicle by which management can demonstrate their concern for safety

MindSafety™ is a well-established programme that has successfully delivered significant changes for many businesses. Identified as our most appropriate delivery partner for this sort of programme, a pilot scheme, led by MindSafety™, commenced in the business in November 2008.

The programme is delivered in three stages: a four-hour seminar which is delivered to all people needed to be influenced (effectively everyone in the business); a

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separate (additional) 4 hour Leaders' Workshop for leaders, managers and decision makers; a 2 day accredited Safety Coach course.

The training programme, although fundamental, does not drive through the behavioural qualities that are necessary to continuing health and safety improvements in isolation. The long term value comes from a continual reinforcement of the principles and practice, which will in large part be driven by the Safety Coach element of the programme.

The pilot programme delivered a significant reduction in utilities strikes.

The MindSafety™ programme is being rolled out across the rest of the business.

Fundamental to the Clancy Docwra/MindSafety™ programme is the belief that all accidents/incidents are preventable. A central principle of the behavioural approach is to shift accident/incident focus from the systems and the physical causes to people and the choices that they make. The behavioural approach helps employees to recognise those choices and encourages/reinforces the correct choices; supporting positive safety behaviours.

The success of the behavioural programme relies on the Clancy Docwra leadership team's visible support and commitment; leading by example. MindSafety™ have a track record which demonstrates that, by engaging with the entire workforce, the continual improvement that we seek can be achieved in a sustained manner.

## Utility Strike Questionnaire/Formal Review Meetings

A utility strike questionnaire was successfully trialled on the Anglian Water contract; used in addition to IRF information. The questionnaire seeks additional relevant information about the particular utility strike, to allow better data collation/prevent recurrence. For example, information with regard to ground and weather conditions, distance from marked utilities, evidence of trial holes, evidence of training, photographs etc, is required and 'repeat offenders' are challenged.

The questionnaire has been extended across the rest of the business. Supervisors and operatives involved in a utility strike are called to a review meeting to discuss the additional information gathered.

This process is beginning to show benefits in a reduction in utilities strikes.

## Competence levels

The Training & Development Department has carried out extensive work in determining (via consultation) required competence levels across all job roles within the business. Identified training needs are currently being addressed.

## Triple M/Mobile-i

The use of mobile technology allows contracts to remotely monitor correct behaviours on site. Providing photographic evidence – a picture paints a thousand words!

## Smart surveys

The use of smart surveys – in planned works, where all services are marked up in advance of the gang arriving on site – offers a thorough survey of the site, providing more detailed information than can generally be obtained through normal CAT and Genny surveys.



This combination of approaches is delivering the reduction in utilities strikes that the business is seeking.

## What's in it for me?

A safer working environment, reduced risk of a serious or fatal injury. The knowledge that your behaviour and safe working practice will contribute to the overall profit and success of the company!

For further information on utilities strikes contact Jane Confrey on [Jane.confrey@theclancygroup.co.uk](mailto:Jane.confrey@theclancygroup.co.uk)



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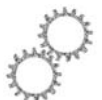
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