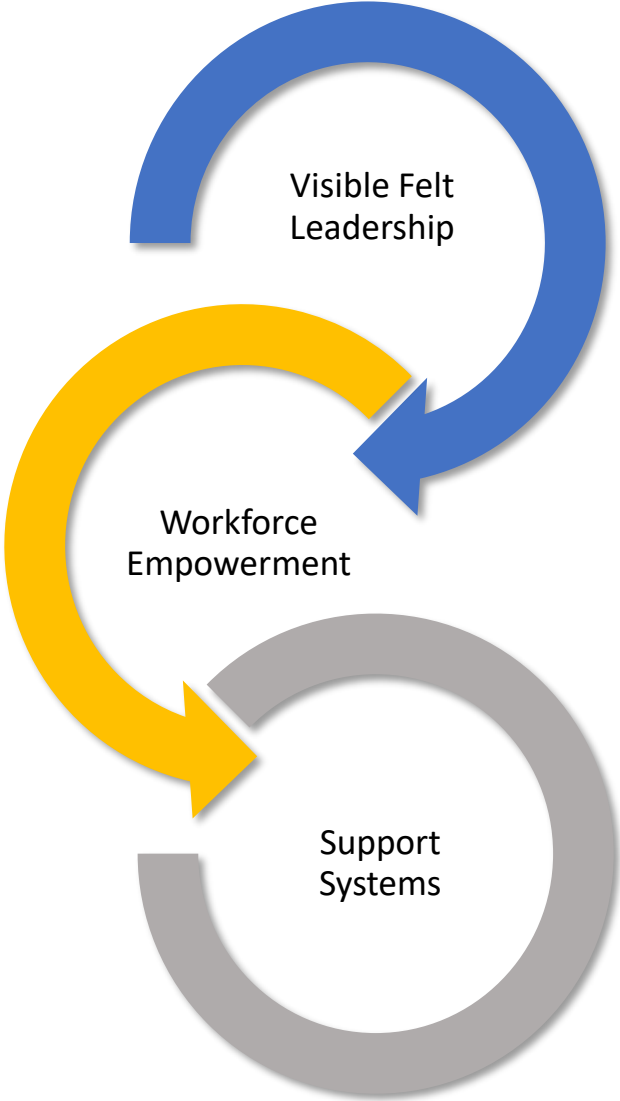




Building Effective Health and Safety Culture: Sharing Good Practice in the Port Industry

July 2020



The findings in this report are based on voluntary submissions from PSS members. Health and Safety Culture is an evolving journey, even the most successful organisations reach way points rather than destinations. We welcome ongoing contributions from member organisations to this project and will be delighted to build on and include the experience and knowledge of all of our stakeholders; using this first issue as a base for continuous learning

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Executive Summary

UK ports are seeking to continuously improve their Health and Safety Cultures to eliminate preventable accidents. This guidance summarises findings from research with volunteer ports who were asked to identify ‘things that work’ from their Health and Safety Culture Journey. There are three key results:



A working Port Health and Safety Culture Model

Combining two main themes: *Visible Felt Leadership* and *Workforce Empowerment* and five support systems: *Technology*, *Learning*, *External Verification*, *External Stakeholders* and *Health and Wellbeing*. The model can be used to benchmark and inform the reader’s own Culture activities.



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Identification of the most widespread Culture activities

That are potentially most important or achievable among the survey group. There is widespread agreement that success requires a systematic approach to **visible, credible and consistent senior leadership** and is effective where:

- The observed behaviours of leaders remain consistent with the values and goals.
- Directors and Senior Managers are explicitly accountable, measured and report on health and safety.
- Leading and Lagging Performance Indicator mechanisms are in place and used.

Success also requires meaningful **workforce empowerment** where:

- Employees are equipped with communication and analysis skills to effectively participate in their and others' health and safety
- Practical mechanisms are in place for any employee to raise health and safety issues. Issues raised are reviewed, actioned and originator sees close out

No one surveyed organisation was doing everything in the model and there are therefore potential opportunities available to individual organisations to learn from others.



A resource of direct quotes and narratives

Specifically, about what organisations have learned and put into practice.

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1. Introduction

Since 2000, statutory reportable port accidents have reduced by 60%. The industry has become safer, but nobody thinks that the job is done. Ports have made huge progress but are on a plateau. The rate of change has slowed. As with many things in life, the better you get the harder it is to improve. The sector is working together through PSS to attack the remaining 40%. Ports will keep firm pressure on core safety and skills. They are the prerequisites for further improvement but are not enough. You cannot ‘procedure-out’ or ‘train-out’ all accidents.

We understand that an integrated approach is needed. The industry has created, communicated and begun delivering a ‘whole person’ approach, addressing Core Safety, Skills, Culture, Health and Mental health together which is essential to achieve zero harm.



Effective Health and Safety Culture requires a focus on human factors, values and behaviours, seeking to understand why people do what they do and how to create workplaces that actively promote positive culture through leadership, engagement and empowerment. In a zero-harm culture everyone is a safety champion.

Organisations need to accentuate the positive, proactively anticipate events and empower people to act as problem solvers and allies in successful, sustainable workplaces. This requires new thinking, language and measures of success. Ports are incorporating positive indicators to promote better ways to work and learning from doing things right.

2. How to use this guidance

This document collects examples of Culture activities that ports have put into place and *which are working*. It is not one-size-fits-all, neither is it exhaustive. In some aspects, it goes beyond basic legal compliance. It is intended for use by ports and others to support their own plans. No one business is doing everything in the following pages. Organisations are encouraged to learn from these real examples and to take from them ideas that they can use, amended where appropriate, in their own settings.

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3. Two ideas to have in mind



The **qualitative success** of any Culture intervention is important. The people in your organisation need to clearly understand the intentions behind and feel a genuine part of what is being done to create an effective health and safety culture.



Culture interventions need to be part of a **cohesive whole**, with an underpinning coherent, systematic and measured strategy (Plan/Do/Check/Act). Not simply a tick list of 'things being done'.

4. Value add outcomes



Benchmarking - The framework can be used to benchmark ports' own programme of work against the cumulative actions of the community. This is a quick but systematic way of directly checking where an organisation's own strategy compares to that of others in the industry



Action - No single organisation was doing everything. The project identified potential gaps where some ports might be able to enhance their impact based on learning from others'.



Consistent with **PSS Strategy** - All of the findings fit within the health and safety priorities that industry leaders have identified and the 'whole person' strategy that PSS developed to address them.

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5. FRAMEWORK - Two Main Themes and Five Supporting Systems

Looking at what some port organisations have successfully implemented, two main themes rise to the surface. They are *Visible Felt Leadership* and *Workforce Empowerment*. These are often supported by work in five areas: *Technology*, *Learning*, *External Verification*, *External Stakeholders* and *Health and Wellbeing*.



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6. Visible Felt Leadership - how widespread are the actions?

All or most	Some	Few
<ul style="list-style-type: none">• Effective health and safety culture does not just happen it is essential that there is visible, credible and consistent senior leadership. It succeeds only if the observed behaviours of leaders remain consistent with the values and goals• Directors and Senior Managers are explicitly accountable, measured and report on health and safety• Leading and Lagging Performance Indicator mechanisms are in place and used		<ul style="list-style-type: none">• Action towards zero harm has the best chance of affecting change if it is based on a Just Culture• Clear and unequivocal message from the top that injuries are unacceptable and are preventable• Specific Board level accountability, clear goals and mechanisms• Safety Climate Surveys/Assessments

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7. Workforce empowerment - how widespread are the actions?

All or most	Some	Few
<ul style="list-style-type: none">• Employees are equipped with communication and analysis skills to effectively participate in their and others' health and safety• Practical mechanisms in place for any employee to raise health and safety issues. Issues raised are reviewed, actioned and originator sees close out	<ul style="list-style-type: none">• Targeted group meetings get the message across and to show visible commitment from the top• Communication of concise, shared, memorable and actionable principles (including Golden/Lifesaving Rules)• Employees who genuinely believe that the job should be halted and reviewed for health and safety reasons are supported• Health and safety conversations take place openly and with real participation	<ul style="list-style-type: none">• Other means of communication are used effectively• Employees at multiple levels are involved in design and review of health and safety (includes Safety Teams)

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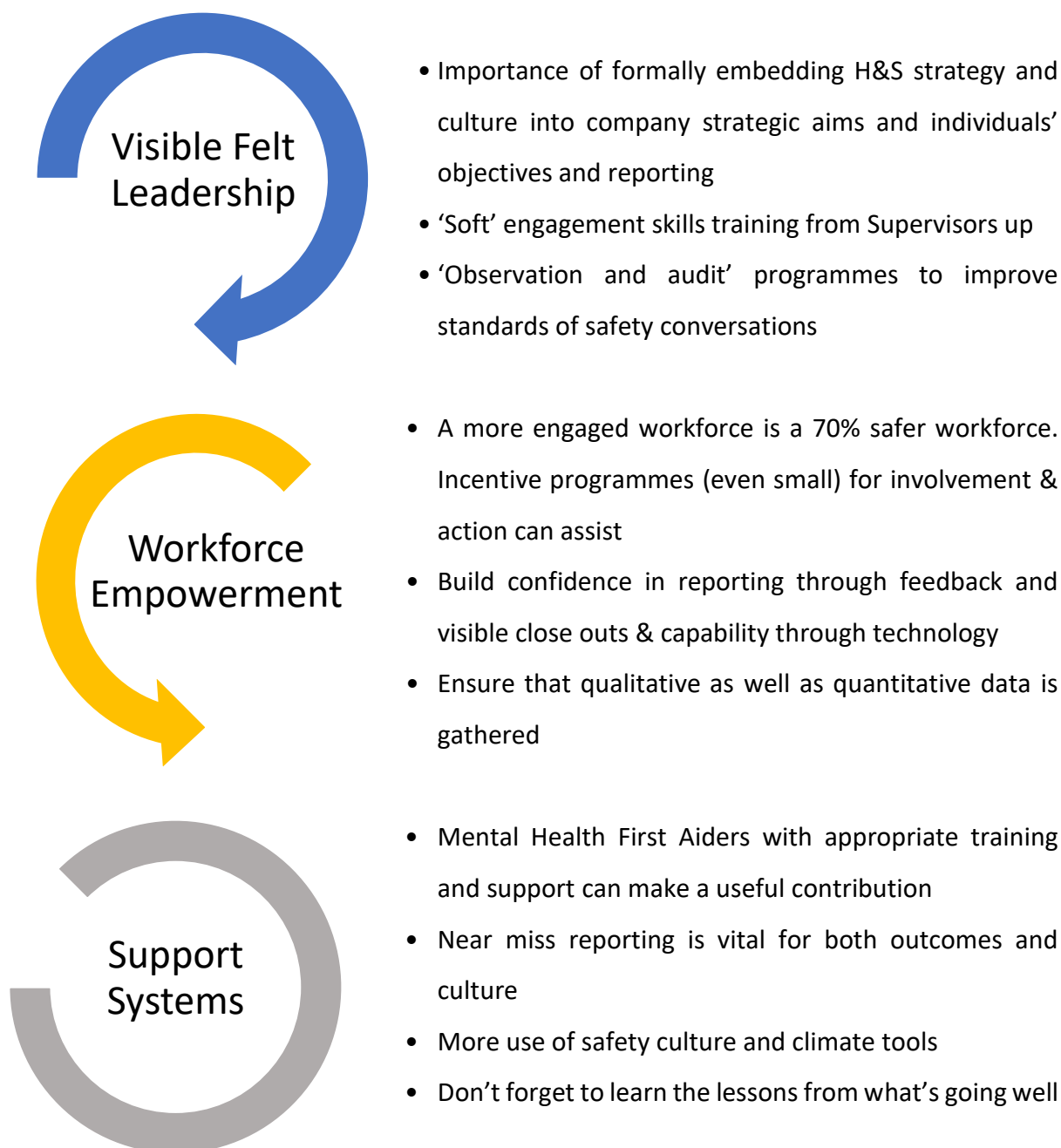
8. Supporting systems - how widespread are the actions?

All or most	Some	Few
<ul style="list-style-type: none">• Culture: interaction and values, stimulating conversation training	<ul style="list-style-type: none">• Organisations look for ways to use emerging technology to improve the management of health and safety• Particularly, additional training for senior leaders and supervisors (i.e. visible / felt leadership)• Use of external standards such as ISO45001 to independently review systems and processes• Put into place arrangements to begin to understand and respond effectively to health and wellbeing challenges in the workforce	<ul style="list-style-type: none">• Driving safely campaign• Communication, coordination and cooperation take place between port organisations and suppliers, users, customers to manage risks.

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9. What we have learned from other industries

As this was a within-industry survey, there was a need to critically assess the findings against what has been put into place in other sectors. Key results from the external review are:



Other industries have seen successful by ensuring that interventions form part of a coherent whole strategy, designed for where the organisation is right now. It is crucial to deploy consistent behaviours over time and provide evidence of supporting people who commit to the culture even when things get tight.

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10. Detailed Table of port inputs and summarised learning points

10.1. Visible Felt Leadership	
10.1.1. Principles	
Zero Harm Culture is never done.	<i>Quotes and narratives:</i>
<p>Creating and maintaining effective health and safety culture is an ongoing, activity that takes time and persistency.</p> <p>Establish and maintain a drumbeat of communication and activity.</p> <p>You can never stand still. Find ways to refresh and revitalise the safety conversation.</p>	<p><i>This is indeed an ultra-marathon and importantly tinged with the mantra - never ever give up!! (Port A)</i></p> <p><i>I believe instilling a culture of Behavioural Safety is [ultra] Marathon territory. (Port B)</i></p> <p><i>Based on what I have seen in other sectors (e.g. water), there needs to be a new initiative/comms/focus every 6 months or so to keep things fresh. You can never stand still or rely on what worked last year. (Port C)</i></p>
Your Health and Safety Culture is Corporate Culture. They are not two separate things	<i>Recognition that safety culture is part of corporate culture (Port C)</i>
The job is not about prioritising health and	<i>Safety should not be a top priority - priorities change; it must be an enduring cultural and behavioural principle that is believed</i>

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<p>safety, it is about embedding zero harm as a core value that affects everything that you do</p>	<p><i>by all and imbedded in every corner and layer of one's organisation. (Port B)</i></p> <p><i>Key themes: 'Safe people, safe places and safe processes' (Port C)</i></p>
<p>Change is difficult. It is a distinct discipline. A test of patience, leadership, insight and a willingness to learn and improve</p> <p>Culture is over and above processes and procedures.</p> <p>If we expect people to lead change, they must have the skills, knowledge and understanding to do it.</p> <p>Reinforce the personal aspects to make it 'real'</p>	<p><i>It is a test of patience, leadership, insight and a willingness to change, learn and improve. (Port A)</i></p> <p><i>For some of our employees engendering a behavioural change and culture is akin to getting them to switch their allegiance from supporting 'City' to 'Rovers'. (Port B)</i></p> <p><i>We found it helped to look the crucial element of cultural change by breaking it down into its constituent parts, namely: (a) Language - choose words carefully, catch and praise people doing the right things; (b) Rituals - develop new and slicker procedures from the bottom up; (c) Artefacts - researching, finding and rapidly issuing equipment that individuals want and make a tangible difference; and (d) Belief. (Port B)</i></p> <p><i>We have a focus on making safety personal. (Port C)</i></p>
<p>Action towards zero harm has the best chance of affecting change if it is based on a Just Culture model</p>	<p><i>[critical importance of a] Just culture (Port D)</i></p>
<p>Clear and unequivocal message from the top that</p>	<p><i>New initiative to drive out the acceptability that accidents will always happen: 'let's make injury unacceptable in our business'. (Port C)</i></p>

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<p>injuries are unacceptable and are preventable</p>	<p><i>“there is nothing so urgent that it can’t be done safely” (Port E)</i></p>
<p>Zero Harm culture is led from the Board down</p> <p>Manifestos/statements of commitment by the Board set clear direction.</p> <p>People need to see evidence of such a commitment in action.</p>	<p><i>We have approached the issue (and are adjusting our approach as we learn) from several perspectives with strong leadership from all on our board as a starting point. (Port A)</i></p> <p><i>A strong leadership from the top including messages given by the CEO in the Town Hall briefings and other forums (Port E)</i></p> <p><i>We have published a Manifesto for Health and Safety’ to summarise Board commitment. (Port C)</i></p> <p><i>The Board is leading the VFL programme (and targeting zero one-day lost time incidents by 2022 - the Company is currently on-track). VFL is one of many improvement programmes but it is a central one. (Port G)</i></p>
<p>10.1.2. Foundation of Core Safety</p>	
<p>Get the core safety basics right</p> <p>Zero harm is impossible without...</p> <p>...effective Risk Assessments, Safe Systems of Work, Procedures (that people can really follow!), Auditing and Assurance...</p>	<p><i>We have invested a lot of time in effort in getting the basics regarding Risk assessments, Safe Systems of Work, Auditing and assurance and anchored in our operations sharing best practices across all our ports. (Port A)</i></p> <p><i>We had an early, but unsuccessful attempt to introduce behavioural safety over ten years ago. [this led to tensions around the term ‘behavioural safety’ and difficulty in engaging the Unions]. We have therefore focused on ensuring ‘traditional’ safety is done well and moved through ‘behavioural’ without reference to it in the last 10 years to now a focus on making safety personal. (Port C)</i></p> <p><i>New hard hats – very visible change and clear that quality is important to protect our workforce (Port C)</i></p>

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<p>... starting at the top of the hierarchy of Controls</p> <p>...</p> <p>... Sharing Best Practice...</p> <p>... Making safety and security core values for Project Design (not an afterthought)</p>	<p><i>Project design for safety and security (Port C)</i></p> <p><i>“Comply” because our audit of accidents showed that following of procedures remains an issue. (Last ‘C’ in Care, Challenge, Comply) (Port C)</i></p>
<h3>10.1.3. Leadership Behaviours</h3>	
<p>Effective health and safety culture does not just happen it is essential that there is visible, credible and consistent senior leadership</p> <p>It succeeds only if the observed behaviours of leaders remain consistent with the values and goals</p> <p>Highly visible CEO leadership – leading safety sessions and initiatives, fronting the safety sections of town hall meetings, podcasts for remotely located colleagues</p>	<p><i>Promotion of ‘visible felt leadership’ by LT and senior management. Understanding that Leadership in Safety is affected by conscious and unconscious behaviours of directors and managers (Port C).</i></p> <p><i>We have very visible safety leadership, top management chair safety committee meetings and are very visible in the workplace (Port F).</i></p> <p><i>Operational management safety tours –shift managers and supervisors get out and about looking for unsafe conditions and unsafe behaviours (Port E)</i></p> <p><i>[The Company] launched its behavioural safety strategy “Visible Felt Leadership, (VFL)” in 2016. To date, 300+ leaders have been trained in behavioural observation and techniques to influence behaviours positively. These observations are made during ‘safety tours’ where engagement and dialogue with colleagues takes place. These safety tours are formally recorded and tracked. If it is not clear that an engagement and conversation has taken place, then it is not a valid tour for this purpose and</i></p>

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<p>Obligation for senior leaders to literally “walk the job” on regular safety tours (“no exceptions”)</p> <p>Must be more than a tick box exercise – genuine engagement and listening, personal ownership of the follow-up actions</p> <p>Must provide support and appropriate skills development for those</p>	<p><i>discounted (these tours are not for traditional inspections or hazard-spotting - they must interact with colleagues). (Port G)</i></p> <p><i>having more visible presence from our new (more senior) Head of Health, Safety and Wellbeing (Port C)</i></p>
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10.1.4. Accountability and Performance Indicators

<p>Specific Board level accountability, clear goals and mechanisms</p> <p>Board champions/regular lead reporting</p>	<p><i>Senior Accountability - I am making Directors, Senior Managers and others much more, accountable and responsible for the safety of their people locally so our initiatives etc are not just perceived as something HQ is doing to you! (Port A)</i></p> <p><i>Involvement of Leadership Team (LT), Board Sub-Committee and Main Board in development and monitoring of Health and Safety Strategy based on the key themes of ‘Safe people, safe places and safe processes’ (also incorporates the Port Sector Strategy requirements) (Port C)</i></p> <p><i>Board committee meets 3 times a year to champion and monitor safety, environmental and security issues (Port C)</i></p> <p><i>Board committee [has designated] champions safety, environmental and security issues (Port C)</i></p> <p><i>Bi-monthly H&S report to Main Board (Port C)</i></p>
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	<p><i>Setting of goals, stretch targets and key performance indicators (leading and lagging indicators) (Port C)</i></p>
<p>Directors and Senior Managers are explicitly accountable, measured and report on health and safety</p> <p>Directors, Senior Managers and others much more, accountable and responsible for the safety of their people locally</p>	<p><i>Live agenda item on weekly LT meetings (Port C)</i></p> <p><i>Incident Review Board involving functional managers and relevant directors (Port C)</i></p> <p><i>Regular functional H&S reviews (Port C)</i></p> <p><i>Executive and Senior Management Inspections – clear targets for these set and reviewed frequently (Port C)</i></p> <p><i>Focusing on accountability. Plan to grow and reinforce accountability as part of ongoing cultural change (Port C)</i></p> <p><i>Everyone trained is allocated a target for conducting safety tours each month - often the target is exceeded. Any individual who does not meet their target is highlighted in a ‘heat map’ which is shared monthly with the Board of Directors. (Port G)</i></p> <p><i>Business Regional Reviews - Safety is the first agenda item and we are much more enquiring as to factors affecting KPIs and other measures. (Port A)</i></p> <p><i>OWNERSHIP - Work-Place Inspections and Safety Talks: I am sure this is common practice and nothing new, but I take a very personal interest in this initiative. Every Director (no exceptions) has to undertake one a month reinforced by managers and our safety reps, so we have a total of c45 additional inspections per month that our management teams take personal ownership of. Last month we switched these from Inspections to Talks (or more accurately listening exercises). The key, we have found, is to then collate all these recorded actions into a single database. I then write personally to everyone who has raised an issue sending a letter (not e-mail) to their home address so that</i></p>

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	<p><i>hopefully the partner/wife/family can see our commitment to trying to tackle this. (Port B)</i></p>
<p>Leading and Lagging Indicator mechanisms are in place and used</p>	<p><i>Greater focus on monitoring and audit of performance/issues with feedback on lessons learned from near misses and incidents (Port C)</i></p> <p><i>Safety information in all Board Meetings, annual safety session with the Board (Port C)</i></p> <p><i>Provision of real time data to LT, management and employees via web-based dashboard (Port C)</i></p> <p><i>We make use of data that we gather and make all aware of how we are doing compared to ourselves and to other similar business units in our group – we use the data to make changes where relevant and let the teams know the part that they’ve played in the changes. Being part of a global group, we get copies of all CIR’s around the world and make sure we make our staff aware of incidents/preventions that are relevant to the UK business units. (Port F)</i></p> <p><i>A new web-based recording tool captures and categorises the behaviours witnessed through safety engagement and conversation tours. This is used to generate dashboards that help to indicate behavioural issues and trends. (Port G)</i></p> <p><i>Using our incident, action and observation tracking software more actively (Port C)</i></p>
<p>Safety Climate Surveys/Assessments</p>	<p><i>Safety Culture Survey across our business, sample from all levels (since been repeated and showed progress) (Port D)</i></p> <p><i>Less focus on statistics, more focus on real issues (Port C)</i></p> <p><i>Culture survey in development (Port C)</i></p>

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10.2. Empowerment	
10.2.1. Communication	
Targeted group meetings get the message across and to show visible commitment from the top	<p>Lead item – CEO Town Hall presentations (Port C)</p> <p>Two representatives from each safety champions group also attend a quarterly meeting for sharing best practice between groups and therefore across the total business. (Port D)</p> <p>Regular meetings, workshops, focus groups etc with key stakeholders (Port C)</p> <p>Weekly toolbox talks in operational functions. Consultation with and participation by employees</p> <p>Addressing quality of safety briefings and ensuring they remain current and focussed. Incorporating best in class examples of safety behaviours and culture (Port C)</p> <p>Beyond the ‘usual’ committees, being open and encouraging debate (Port C)</p> <p>Stand Down for Safety – whole company stopped for an hour to discuss Safety, led by the COO and the Group Safety Manager, the feedback being communicated and acted upon promptly (Port C)</p> <p>Regular briefings/information – focus on relevant, understandable information (avoiding statistics), e.g. x number of our colleagues got hurt... (Port C)</p>
Other means of communication are used effectively	<p>We use Safety Alerts, posters, campaigns to promote better outcomes and lessons learnt from incidents etc to continually improve. (Port A)</p> <p>Monthly themed H&S messaging using mixed media (Port C)</p>

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<p>Communication of concise, shared, memorable and actionable principles (including Golden/Lifesaving Rules)</p>	<p>Having a clear set of “Golden Rules” which we use for all communications and engagement: Care, Challenge and Comply (CCC). These were arrived at through discussion across staff. The “Care” element is the most obviously about getting to the core of our values: we do this because it matters to us as fellow people, not because we have to legally. It underpins everything else. (Port C)</p> <p>Company ‘Essential Safety Rules’ booklet given to all staff, all new joiners and contractors setting out our basic minimum standards (Port E)</p> <p>Lifesaving rules in development (Port C)</p>
<p>10.2.2. Engagement</p>	
<p>Employees at multiple levels are involved in design and review of health and safety</p> <p>Employee Safety Teams given opportunity to consider and recommend change to work environment and practices</p>	<p>We encourage employee engagement in things like the development & review of procedures and risk assessments and the procurement of new equipment, and we feedback to employees through the annual safety & skills days – again encouraging feedback from them in these sessions. (Port F)</p> <p>We also involve our staff in “peer group” reviews where we have exchange visits with other EUR BU’s on different areas e.g. lashing – having 2 teams that “do the job” looking at safety improvements has proven to be effective. (Port F)</p> <p>Volunteers to become Safety Champions. Safety Champions on each site and in every operational area, their task was to look at their work environment and working practices and come up with suggestions for improvements. These groups consist of around 8-10 people who meet for at least a full day a month to develop their ideas including time to consult with</p>

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	<p>the rest of the workforce. Managers not formally part of these groups but can attend to discuss and improve. (Port D)</p> <p>Safety Champions groups seen as very effective initiatives.</p> <p>Given the workforce a real voice in leading change (Port D)</p>
<p>Employees who genuinely believe that the job should be halted and reviewed for health and safety reasons are supported</p>	<p>Reinforce that anyone can intervene and, if needed, stop the job (Port C)</p> <p>Awareness for all employees of their right and duty to stop any job at any time if they felt it was unsafe. Assured that they would be backed by Management. (Port D)</p> <p>“Challenge” because we see this as the weakest aspect of our health and safety culture - and we want to make it the norm (All staff identity cards now carry “Always Challenge Unsafe Acts” on the back for example). (Port C)</p>
<p>Health and safety conversations take place openly and with real participation</p>	<p>Move from ‘clipboard’ inspections to conversations, driving real value and providing understanding. Going forward, additional emphasis/focus on decision making and continue the journey from a clipboard to a coaching approach to safety (Port C)</p> <p>Bringing a personal approach to communication (Port C)</p> <p>Bringing safety into conversations, at every opportunity (Port C)</p> <p>Managers/Supervisors are encouraged to walk the job. (Port F).</p> <p>Safety Observations but not a tick list approach – this is about genuine engagement and these are only any good if there is proper discussion with the people who are carrying out the task – it’s as much about praising and reinforcing good behaviour as it is about correcting and challenging bad behaviours. (Port F)</p> <p>These observations are made during ‘safety tours’ where engagement and dialogue with colleagues takes place. (Port G)</p>

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	<p>Every Director (no exceptions) has to undertake one a month. (Port B)</p>
<p>Employees are equipped with communication and analysis skills to enable them to effectively participate in their and others' health and safety</p>	<p>Workshops on key topics, using the feedback to develop future initiatives (Port C)</p> <p>In parallel to getting the 'mechanical' elements of our approach to safety we started some eighteen months ago our 'Beyond Zero' approach to safety - in sum, a behavioural safety programme, i.e. How will my actions affect others as well as myself? This has been successful in some areas, challenging in others but we have started to get some traction. However, we are now going to adjust our approach post visits and dialogue with The Tideway project and will be using a training provider to give an immersive behavioural experience to all of our employees and new joiners. (Port A)</p> <p>After considerable internal discussion from our Safety Rep upwards, we have distilled our approach to safety training as: LEARNING, OWNERSHIP and LEADERSHIP (or LOL to try and make it memorable). I would hesitate to say any of this is best practice, but happy to share the key behavioural aspects of this initiative (Port B)</p> <p>We used a company of actors (strapline: real drama, real learning) that delivered a "Your Choice" playlet (http://activetrainingteam.co.uk/projects/your-choice) to illustrate the individual behavioural choices we all have from the moment we arrive at work. Each session was c70 people with round tables of ten. I personally addressed every session (9 sessions in total to cover every one of our employees) and I made sure every session had a cross section from Directors down to apprentices (there was a seating plan for each table!). At the end of the session I then used some video footage of near</p>

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	<p>misses on the port to reinforce the message and then facilitated a further session to get the conversation started. We then handpicked and trained a further 40 individuals, using the same company, to give them further behavioural skills to CHALLENGE the norm. We have called these individuals ‘Sherpas’ – not terribly original but the name seems to have stuck. Stats are clearly not everything but, as a result of this training, our Accident Frequency Rate has reduced by 42%. HOWEVER, we were still having incidents so I used the training company to provide a further 2 hours training for 300 of our front-line operatives (in syndicates of 15) to reinforce the message and tools to CHALLENGE. I also provided ‘Your Choice’ sessions for non-employees but regular users (i.e. our hobblers, regular haulage drivers, regular maintenance contractors). I paid for this training but expect these users to provide the continuity training. (Port B)</p> <p>Extend immersive health and safety training for LT and Managers (commenced with 2 directors and 4 managers recently attending PSS workshop) (Port C)</p> <p>Investing in learning at all levels. We sent every manager and every operational employee (66% of workforce) on the EPIC training course – to get a common language and culture around health & safety – with almost universally positive feedback. We have also invested in regular “visible and felt leadership” training for all Exco members and senior managers, with focus around regular safety conversations (normal dialogue, not red-carpet inspections) (Port C)</p> <p>A one-day behavioural based awareness course for all other employees [not receiving the advanced training] (Port D)</p>
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	<p>Safety cultural engagement workshops with external Behavioural Safety experts being rolled out across the port, results from first areas to receive them has been positive (Port E)</p>
<h3>10.2.3. Employee Reporting Mechanisms</h3>	
<p>Practical mechanisms are in place to enable any employee to raise health and safety issue</p> <p>Health and safety issues raised by employees are reviewed, actioned and the originator of the report sees that there is close out</p> <p>Need to encourage more challenge and safety observations. This is seen by many as a key area to improve and forms a core part of safety messaging</p> <p>Rigor is required in responding to feedback, letting the people making the feedback know that</p>	<p>We have also a have a 'Spot It' system on an APP, paper form and online, where our employees can quickly fill in a form and send in photos of something they have seen in terms of defective equipment, poor behaviour or occurrence which is brought to the immediate attention of the port management team - it has to be replied too and closed out. This has certainly accelerated better behaviour. (Port A)</p> <p>Safety Observation Scheme (Port C)</p> <p>Promotion of “see it, stop it, sort it” attitude (Port C)</p> <p>Safety Observations but not a tick list approach – this is about genuine engagement and these are only any good if there is proper discussion with the people who are carrying out the task. It’s as much about praising and reinforcing good behaviour as it is about correcting and challenging bad behaviours. We’ve also got a process in place whereby observers can only go out after they have been properly trained to ensure a consistent approach/building trust. (Port F)</p> <p>Pushing the value of observations. Communicating the best observations and the changes they have driven, thereby showing the value of reporting. £100 voucher for the ‘observation of the month’ Further focus on value of Observations planned (Port C)</p> <p>Pocket sized safety concern booklets for all employees (Port D)</p>

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<p>their observations are important and have been actioned leading to actual change</p>	<p>Campaign around hazard/near miss reporting. This is our latest intervention, and we have seen a trebling of reporting rate in first 2 months. I championed it through my recorded podcasts for operational folk, we have a £25 reward system for really helpful reports and sharpened up the feedback system (as previously people felt that near miss reports “went into the ether”) (Port C)</p>
<h3>10.3. Five Supporting Systems</h3>	
<h4>10.3.1. Technology</h4>	
<p>Organisations look for ways to use emergent technology to improve the management of health and safety</p> <p>Particular opportunities in making available app-based systems for reporting to make logging observations and suggestions easier and quicker</p> <p>Creating real- or near-time reporting and messaging</p> <p>Provides more rigour in assigning accountability</p>	<p>Using technology to engineer out safety risks. This includes use of SMART technology such as SMART CCTV systems and remote real time monitoring of lifesaving equipment. Improved security and access control. Use of plant and equipment telemetry. Currently examining new technologies/SMART Apps to reduce lone worker/working at height and confined spaces risks. (Port C)</p> <p>Use of technology to improve worker safety (whether lone working, HAV monitoring or software to track incidents, actions, observations, store risk assessments etc.) (Port C)</p> <p>Using technology to improve communications (SnapComms – to issue immediate messaging, which is not an email, but comes up on the screen, communication screens in welfare areas, animation to get safety messages across in an engaging way).</p> <p>Intend to grow number of animations that can be used (Port C)</p> <p>Peel Ports encourages regular proactive recording and reporting of hazards and near-misses. A new reporting tool, “SpheraCloud” makes this straightforward. For example, employees can use the SpheraCloud app on their mobile phone</p>

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<p>and ensuring that actions are closed out.</p>	<p>to take a picture of a hazard and the mobile phone automatically records its location. This is then uploaded to the SpheraCloud database for actions to be allocated, tracked and closed out. (Port G)</p>
<h3>10.3.2. Learning Organisation</h3>	
<p>Particular, additional training for senior leaders and supervisors (i.e. visible / felt leadership)</p> <p>But that is of limited value without shop floor engagement and empowerment</p> <p>Activity and responsibility required at all levels</p>	<p>We have partnered with Weston College to use our Apprentice Levy to design and deliver bespoke Leadership and Management Training for our Senior Supervisors/Junior Managers (Level 3) and Senior Managers (Level 5). None of this is revolutionary and I suspect we are significantly behind the curve of others on this, but we specifically addressed the theory and then practical aspect of behaviour leadership with a week's course with a company called the Outward Bound Trust. (https://www.outwardbound.org.uk/) who provided us with much, much more than crossing shark invested waters on blue water barrels! These training packages have now been given 'Trailblazer' status (ie. the Apprentice Levy will pay for them) and very happy to share the further detail if required. (Port B)</p> <p>So, after considerable internal discussion from our Safety Rep upwards, we have distilled our approach to [behavioural] safety training as: LEARNING, OWNERSHIP and LEADERSHIP (or LOL to try and make it memorable). I would hesitate to say any of this is best practice, but happy to share the key behavioural aspects of this initiative (Port B)</p> <p>Behavioural based 3-day leadership course for all Directors/Managers/Supervisors & Safety Reps (Port D)</p> <p>EEF/HPUK bespoke safety courses for all managers and supervisors [a] 3-year programme, almost completed (Port E)</p>

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<p>Culture: interaction and values, stimulating conversation training</p> <p>Specific cultural safety training at all levels</p>	<p>Note: the content in 10.2.2 above, specifically ‘<i>Employees are equipped with communication and analysis skills...</i>’ also fit this category</p>
<p>Driving safely campaign</p>	<p>– early days – haulier improvement group up and running to re-engage with haulage community followed by work with internal tractor drivers in the autumn on the consequences of poor driving (Port E)</p>
<h3>10.3.3. External Verification</h3>	
<p>Use of external standards such as ISO45001 to independently review systems and processes</p>	<p>Commitment to appropriate recognised management system standards supported by third party audit and certification (Port C)</p> <p>Use of HSE Climate tool for measurement against recognised best practice (Port C)</p> <p>Early adoption of ISO45001 (Port C)</p> <p>Compliance with ISO safety standard 18001 and the process to transition to the new ISO standard 45001 helps maintain a clear focus on safety as a priority (Port E)</p>
<h3>10.3.4. Health and Wellbeing</h3>	
<p>Put into place arrangements to begin to understand and respond effectively to health and wellbeing challenges in the workforce</p>	<p>Strong focus on health and well-being (including mental health) with support mechanisms (Port C)</p> <p>In-house Occupational Health Team who conduct wider range of regular medicals to drive early intervention (Port C)</p>

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	<p>Training of over 30 Mental Health First Aiders and Management of Mental Health Training for all our Directors/Managers and Supervisors. (Port D)</p> <p>Several health & wellbeing campaigns which are primarily rolled out to the workforce by our Safety Champions teams e.g. covering Weight, blood pressure etc. (Port D)</p> <p>Appointing Head of Health, Safety and Wellbeing (Port C)</p> <p>Linking the safety/accident reporting more closely with health/wellbeing initiatives (Port C)</p>
<h3>10.3.5. External Stakeholders</h3>	
<p>Communication, coordination and cooperation take place between port organisations and suppliers, users, customers to manage risks.</p>	<p>Close collaboration with Port stakeholders (Port C)</p> <p>Close working with manufacturers, suppliers and installers of plant and equipment (Port C)</p>