



## Innovating to reduce risk



**Working at height has been recognised by the industry as the highest risk activity. We are focusing our actions on eliminating this risk by encouraging our site teams to think differently and be innovative in this area.**

This approach was recently put into practice during the build of a residential care home. The timber roof was constructed at ground level prior to being lifted into position on prepared walls. Although not eliminating risk completely, it greatly reduced it as placing and fixing the roof could be done from the safety of perimeter scaffolding.

## Helping our supply chain achieve Zero Harm

**Mansell is committed to developing long-term, collaborative supply chain relationships with companies whose values reflect our own.**



As Zero Harm gathers momentum, we will be holding a series of communication events with our supply chain partners to keep them up-to-date with the objectives of the campaign. To help us achieve our goals we are introducing 'Zero Harm Accreditation' and Mansell 'Passport to Work' schemes.

We understand and acknowledge that we depend heavily on our supply chain for our success.

To recognise their outstanding efforts and achievements in safety performance, we recently held a special awards evening at the British Museum.

From each of our divisions a winning specialist was singled out for their outstanding safety performance and put forward for consideration for an overall regional award.



In a close run contest, Lagan Construction were selected as winner of the overall national award for their exceptional contribution to our project at Newquay Cornwall Airport.

One of the judges, Suzannah Nichol of the National Specialist Contractors Council commented: "The difficulties that Lagan Construction overcame on a high-risk site with limitations made them the winner for me".

## Delivering Zero Harm

**Zero Harm is not simply a safety initiative. Delivery of Zero Harm by 2012 will only be possible if we establish continual improvement as a consistent management practice in all of our business processes.**

The Mansell Management System (MMS) provides us with the methodology to ensure we develop, share and implement best practice across the company.

However, site management teams across the country recently told us that the MMS is complicated and cumbersome. We have therefore embarked on some key projects to address this:

- Simplification of the MMS structure
- E-induction and e-learning
- Review of business processes to remove duplication



- Focused review of site management administration e.g. Work Activity Schedules, Permits, Daily Diary, Site Waste Management Plans

Our central functions such as SHEQ, IT, HR and Procurement, are also reviewing the effectiveness and efficiency of the service they provide in delivering the right products to internal and external customers. With Zero Harm in mind, measurable objectives have been agreed to ensure enhanced cooperation between departments and an improved service to all.

To discuss Zero Harm in more detail, contact Janice McCann, SHEQ Director

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# ZERO HARM

ACROSS OUR COMPANY  
 BY 2012

## Zero Harm



**Safety is the number one priority at Mansell. However despite some excellent work in this area, there are still reports of near misses, injuries and serious accidents. To address this issue, we have embraced the Zero Harm programme recently launched by our parent company Balfour Beatty. This aims to achieve Zero Harm across all Balfour Beatty businesses by 2012.**

Of course, we all recognise that it's a huge challenge but Mansell is well on course to achieve it.

The targets of Zero Harm are:

- Zero fatalities
- Zero injuries to the public
- Zero permanently disabling injuries
- No long-term harm to health
- An Accident Frequency Rate (AFR) of less than 0.1 by the end of 2012

To help us reach these goals we have developed a Zero Harm strategy. This is split into six main themes:

### Leading

Every leader commits to Zero Harm and inspires their people to make it their personal priority.

### Simplifying

We make sure our systems and processes help people on the journey towards Zero Harm.

### Re-thinking

We will look at what we do with fresh eyes, challenge the status quo and make sure our system and processes help people on the journey towards Zero Harm.

### Involving

We will engage everyone who works with us to Make Safety Personal – contributing to Zero Harm through all that they do.

### Learning

We will seek out and share what works well, adapt it for our own environment then make it what we do.

### Tracking

We will identify where we can improve, how to close the gap and when we've achieved success.

To map the implementation of the strategy we have created the Zero Harm Journey Plan. This provides clear information on the activities that will deliver Zero Harm. As it is a live document, it will be reviewed and updated during the course of our journey. It will also help us to produce regular reports on our progress.

## Make Safety Personal



**Several years ago, Mansell recognised that changing people's behaviour was a key driver in improving workplace safety.**

We measured the maturity of our safety culture and launched a number of activities to improve it.

One of the first steps was the development of our Behavioural Safety Standards. These were implemented in a behavioural safety programme to Make Safety Personal. This dovetails perfectly with the Zero Harm strategy and puts us in a great position to achieve the 2012 targets of Zero Harm.

# Make Safety Personal

## – the story so far

Human behaviour is a contributory factor in a significant number of accidents and near misses in the construction industry. It has been proven that organisations with a strong safety culture have fewer accidents and incidents as everyone's behaviour is aligned towards the common goal of avoiding harm.

Making Safety Personal timeline

**2006-2007**  
Assess

**2008**  
Involve (focus groups and divisional core teams)

**2009**  
Equip Mansell and engage supply chain

**2010-2012**  
Equip supply chain and introduce behavioural observations

### HISTORY

Our behavioural safety programme started several years ago when the Keil Centre, a company of Chartered Psychologists who specialise in human factors relating to health and safety, helped us to identify the behaviours and attitudes required to deliver a good safety performance.

We subsequently identified the behaviours and attitudes required to deliver exceptional safety performance and these formed the basis of Mansell's Behavioural Safety Standards.



### THE STANDARDS

The standards set out what is expected from each of us in achieving our goal. These are:



#### Care

Respect, support and consideration for each other will help us achieve a healthy, safe and contented workforce.

#### Commitment

Let's all invest our time, effort and concentration to drive safe and healthy working every day of the year.

#### Compliance

Setting and achieving high health and safety standards across the company will give us the best possible chance of avoiding accidents and injuries.

#### Communication

By encouraging an open and honest culture of communication throughout Mansell, we will transfer knowledge, create understanding, improve motivation and develop mutual respect.



Integrating these standards into business practice and everyday working life at Mansell required the support of a specialist.

Rachel Ivers, a Business Psychologist with a background in leadership development, was appointed as Mansell's Behavioural Change Manager. Rachel is driving a behavioural change programme across the company using our own people to shape and implement it.

### FOCUS GROUPS

To continue the journey, 36 focus groups were organised to see how the business was applying the standards, in particular those relating to safety communication.

Around 500 staff across all Mansell regions, as well as members of our supply chain, took part in these two-hour interactive focus groups. Each of the group's 12-30 delegates answered 10 questions

using state-of-the-art voting technology. They also contributed a wide range of suggestions for behavioural safety.

It was encouraging to note that 75% of focus group participants believed that Mansell directors were visible and interested in safety. It was a concern, although not a surprise, that only 38% spoke up when they saw short cuts or unsafe work and just 33% believed that safe behaviour was recognised.



### DIVISIONAL CORE TEAMS

Mansell then involved 79 people to create five divisional core teams. These teams were made up of a cross-section of our workforce and subcontractors.

They met every month to ensure the programme fitted the culture and that it would be as effective as possible in the long-term.

The core teams took the outcomes from the focus groups and used them to shape the programme. They prioritised the output into key projects and allocated one project to each team:

#### London core team

Involve the supply chain in the behavioural safety programme

#### South East core team

Enhance the delivery of site inductions

#### Midlands & North core team

Give recognition for safe behaviour

#### Scotland core team

Clarify the consequences of unsafe behaviour

#### South West core team

Deliver training in behavioural safety



### OBSERVABLE BEHAVIOURS

The core teams also worked with accident data from 2008 along with information from the focus groups to identify six observable behaviours that now form the focus of training and behavioural observation.

These are:

- Correct use of appropriate PPE
- Keeping work areas safe and tidy
- Working safely at height
- Safe use of power tools/use of guarding
- Manual handling
- Safe use of access/egress

The training will be undertaken using posters and DVDs, with the outcomes forming the basis of the behavioural observation to help Make Safety Personal.



### MOVING FORWARD

Whilst these activities are focused on Mansell sites, everyone has a part to play to Make Safety Personal. We can all contribute in the following ways:

#### LEAD BY EXAMPLE

Ensure your own behaviour is consistently SAFE.

#### ACKNOWLEDGE SAFE BEHAVIOUR

Let others know when you see them work safely.

#### SPEAK UP

Keep an eye out for each other, offer feedback for unsafe behaviour.

#### BE RECEPTIVE

When someone offers you feedback.

**If we all Make Safety Personal we will achieve Zero Harm by 2012 and much more besides in terms of effective communication and teamworking.**