

# Leadership - achieving a positive safety culture

**Presented by:**

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# Key issues for discussion

- Demonstrating positive safety leadership
- Strategic safety interventions
- The management culture
- Corporate Manslaughter investigations and how to 'head them off at the pass'

# Demonstrating positive safety leadership

- Board 'visible leadership'
- Governance and directors duties
- Decision making and leadership
- The management culture
- Vision, mission and values

# Strategic safety interventions

- Ask questions
- Holistic decision making process
- Objectives, performance and sanctions
- Training
- Engagement
- Challenge

# The management culture

- Integrity
- Standards
- Success
- Learning
- Change

# RMG - Leading by example

- On every Board Agenda
- Safety performance reports
- Safety training for directors (3x2 hours sessions)
- Directors Annual Personal Safety plans produced
- World Class Mail – engagement and empowerment

# Directors training

- Session 1. A short guide on the Directors legal obligations to RMG. Decision making and governance
- Session 2. The personal impact when things go wrong. Personal implications for directors
- Session 3. How we do safety at RMG. Culminating in production of Annual Personal Safety Plans

# Holistic decision making

- Board decision making process
  - Decision,
  - Delegate,
  - Date,
  - Done
  - Records (evidence and audit trail)



# Annual personal safety plans

- Identify personal (five) safety interventions for the year
  - Review personal safety training
  - Identify top five hazards within your business area
- Record what you intend to do and monitor delivery
- Link APSP's to personnel development reports/plans
- Directors and managers

# Examples of Board objectives

- Establish organisation
- Define individual accountability of service team members
- Create a baseline for measuring performance
- Develop strategy to improve performance
- Ensure board awareness and actions
- Review top 5 risks in Co Sec Area
- Work up safety plan for security team
- Operational visits to focus on safety
- Raise awareness through Corporate Property
- Review and control top 5 risks
- Review own H&S training & Development
- Review training competence of our managers
- Conduct on-site meeting with regional H&S managers and teams
- Update and re-issue Group H&S Policy

# Safety initiatives

- World class mail
- Walk risk assessment programme
- Zero accident programme
- Balanced score card adopted
- Top 100 company – an aspiration

# World class mail

## Safety Management

World Class Mail – launched [2009]

- Implementation of the World Class Safety Pillar into every office
- Methodology includes:
  - building an accident map for the unit
  - addressing root causes of accidents
  - introducing Visual Management of Safety

# Walk risk assessment programme

- WRAP was implemented in April 2010 so has been running for 15 months.
- Up until end of July 2011:-
- 90 % of offices were reporting
- 84 % of duties were reporting
- 298,374 hazards have been identified
- an average of 4.06 hazards per walk identified.

# Zero Accident programme

- Driver Certificate of Professional Competence
- 96% of people have already been trained on Module 1 and 8% trained on Module 2 and all training is due to be completed by April 2012.
- The Safe Driver Code of Practice
- Installing reversing sensors. This will involve the smaller vehicles in the fleet - from 150cf Transits down to the Car Derived Vans and Delivery Methods vehicles.

# RMG Achievements in 2010/11

- No workplace fatalities
- Total accidents reduced from 24,479 to 19,389 (5,090)
- Lost time accidents reduced from 6,500 to 4,992 (1,508)
- RIDDOR's reduced from 4,049 to 2,971 (1,078)
- Days lost reduced from 128,171 to 89,048 (39,123)
- Costs savings (based on nominal £85 per day) £3.3m
- Top level message that safety is number 1 priority

# CMCHA Investigations

## ‘Heading them off at the pass’

- Board to set H&S safety governance objectives
- Directors to demonstrate visible H&S leadership
- Operational H&S objectives (reducing loss events)
- Risk based approach (proportionate)
- Sound data collection and knowledge management systems (Challenged)
- Policy and arrangements which demonstrates how the business is ‘joined up’ in managing H&S



# Summary

- Demonstrating positive safety leadership
- Strategic safety interventions
- The management culture
- Corporate Manslaughter investigations and how to 'Head them off at the pass'

# Any Questions?

Thank you for listening

