

Lothian Operational Standard

LB-HS-101 Leadership Safety Tours

This Standard details the minimum requirements for ensuring compliance with health and safety legislation and implementation of the Lothian H&S Policy.

1. INTRODUCTION

Visible leadership flows from the top, and excellent safety management systems can only take an organisation so far without engagement of everybody through visible leadership. Therefore it is important for those who have responsibility for the effective and efficient management of health, safety, and welfare within the company to demonstrate visible leadership and actively encourage and engage employees on matters of safety which are likely to affect them.

2. POLICY STATEMENT

Lothian are committed to ensuring Directors and Senior Managers visibly demonstrate leadership and commitment in relation to health and safety matters by reviewing and discussing safety at an operational level and taking the lead in effectively communicating H&S issues.

3. SUMMARY OF REQUIREMENTS

The primary purpose of the Leadership Safety Tour is to demonstrate visible leadership and present an opportunity for directors to engage in two way communication about safety with employees.

The main requirements include:

- Developing an annual programme of scheduled safety tours for each location
- Active participation of a number of relevant directors in safety tours
- Making observations and recording positive behaviours giving feedback on this to the employee
- Making observations and highlighting any unsafe work practices and offering solutions to the employee based on good practice where required
- Making observations and recording unsafe work conditions
- Engaging in two-way communications with employees about safety matters
- Ensuring there is follow up and actions are taken to address any issues raised during the tour within a reasonable time scale

4. WHAT NEEDS TO BE DONE

Frequency and Scheduling

- 4.1 Lothian should ensure that all Directors participate in the programme. As a minimum two directors, with at least one being operational should conduct each Tour. Each Director should aim to undertake at least 4 safety tours per year at a rate of 1 per quarter.
- 4.2 An annual programme of tours to be undertaken should be developed at the beginning of the year.
- 4.3 Locations should not normally be visited twice during a one month cycle, except to check progress on issues raised during the previous tour. The programme should be carefully managed and adjusted where necessary to avoid unnecessary duplication.
- 4.4 Leadership Safety Tours should be undertaken in addition to any other regular inspection or workplace monitoring and must never replace the scheduled inspections and audits.

Conducting the Tour

- 4.5 The focus of the tour should be predominantly 'people and processes' and it may be used to confirm or highlight complex, technical or detailed elements of health and safety, but should also aim to achieve the following:
 - Show visible and positive leadership
 - Highlight obvious unsafe work practices
 - Highlight obvious unsafe work conditions
 - Give positive feedback to employees when good practice is identified
 - Reinforce current concerns and key messages
- 4.6 Property and facilities type issues are covered in existing inspection, monitoring and audit processes however, if an issue is raised or identified during the tour it should be noted in the observations section of the Record Form.
- 4.7 Sufficient time should be allowed for discussions with staff, observation of acts and conditions:
 - Observe people working for a short while before you start talking to them
 - Put the people you would like to address at ease before asking questions. This takes time and should not be rushed
 - Always talk to people in a place of safety. Take care to ensure that you do not create a risk by interrupting a safety critical activity. Give people time to stop their work activity safely
 - Those present on the tour should ask questions and not deliver lectures

- The discussion should be open, honest and direct, but not argumentative or confrontational. The discussion should be a mutual learning experience
 - Give positive feedback where commendable practices are observed
- 4.8** Safety tours should not, unless the staff member's conduct is particularly inappropriate or negligent, become the basis for disciplinary action.
- 4.9** Any necessary disciplinary action should be taken by direct supervision based on evidence they have personally gained, coupled with the individual's performance.

Records

- 4.10** A record of the safety tour should be documented and retained. An example record form is given in Appendix 1. The record should contain the following information:
- Details of the visit i.e. date, those present, location or area visited
 - Commendable acts and practices
 - Unsafe acts and practices
 - Any follow up actions that may be necessary
- 4.11** The form should be completed within one working day of the visit to site.
- 4.12** A copy of the form should be retained by the Director carrying out the tour and forwarded to the following:
- The Area Manager or other nominated Senior Manager with overall responsibility for the site
 - Each person tasked with an action in the Follow Up Section of the record form
 - The H&S Manager
- 4.13** A note should also be made of any good practices which could be duplicated at other locations or in other areas.

Follow Up and Action Tracking

- 4.14** Where unsafe acts and conditions are observed, remedial action must be taken to address the issue in a timely manner and this must be recorded in the 'Follow Up' section of the Report Form.
- 4.15** Actions should be prioritised¹ and responsibilities and timescales allocated which will ensure they are addressed.
- 4.16** Actions from all Leadership Safety Tours must be collated locally and input into an Action Tracking System. An example of the tracker form can be seen in Appendix 2.

¹ High = potential for fatality; Medium= potential for serious injury/damage/ loss; Low= potential for minor injury/damage

- 4.17 Managers tasked with an action are required to complete it within the timescale allocated and any relevant correspondence relating to the matter retained.
- 4.18 Actions that are not addressed within the timescale allocated must be escalated to an appropriate Senior Manager with the reasons why the matter has not been addressed. Where appropriate, a revised timescale may be considered. The originator of the Report Form should be advised of the revised timescale.
- 4.19 The H&S Manager shall review all Safety Tour Reports monthly ensuring all actions arising have been addressed escalating any unresolved matters or outstanding actions to the Engineering Director.
- 4.20 Leadership Safety Tours should be included as an agenda item on quarterly H&S meetings with the number and outcomes of tours completed since the last meeting reviewed and minuted and any outstanding issues appropriately escalated.

5. WHO SHOULD DO IT

5.1 Managing Director, must:

- Ensure a sufficient number and allocation of Directors from within the Senior Management Team are made available to participate in the programme
- Ensure the necessary time and resources are made available to enable the Safety Tours Programme to be fully implemented
- Periodically monitor and review to ensure implementation of the Leadership Safety Tours Programme and close out of associated actions

5.2 Directors and Senior Managers must:

- Participate fully in the Leadership Safety Tours Programme
- Give verbal feedback throughout the safety tour to employees and ensure a brief report is completed
- Ensure responsibility and resource for addressing actions are appropriately allocated and a timescale for completion is agreed

5.3 Health & Safety Manager must:

- Assist the Managing Director with the development of the Leadership Safety Tours Programme
- Conduct a monthly review of the reports and action tracking system to ensure all actions arising have been addressed and any outstanding issues have been escalated to the Engineering Director
- Ensure Leadership Safety Tours are included as an agenda item on quarterly H&S meetings

5.4 Managers tasked with an action, must:

- Ensure the action is addressed within the agreed timescale
- Escalate actions that they have been unable to address to a Senior Manager or Director

5.5 Employees must:

- Take the opportunity to openly discuss safety matters and raise areas of concern with Directors as they arise during the tour
- Cooperate with the Director and any managers tasked with responsibilities for addressing actions to ensure issues are properly resolved
- Report defects in control measures immediately to the line manager.
- Raise any concerns about their health and safety with their line manager

6. MEASURE

6.1 The requirements of this standard will be monitored by Lothian H&S to ensure effective implementation. Evidence of effective management will include:

- Documented records of completed safety tours
- Actions inputted into a tracking system
- Close out of actions within agreed timescales

7. AUDIT

7.1 Compliance with the requirements of this H&S Standard will be audited periodically in accordance with the Lothian H&S Audit Programme.

8. REVIEW

8.1 This H&S Standard will be reviewed every 2 years or in accordance with Lothian Policy following significant changes in the matter to which it relates.

9. REFERENCES AND RESOURCES

- Leading Health and Safety at Work INDG417