

Stop & Talk spread the safety message

Our culture-based safety programme, Stop & Talk, has been operating for just over a year now and is proving to be a great success.

Over 250 managers have been trained to conduct effective safety conversations with people at work - including contractors as well as IRNE employees - and by the end of January 2011 more than 4,000 people had been observed conducting their work in either a safe or unsafe manner.

Happily, the vast majority of behaviours observed have been safe. As a result of the conversation that follows there is a commitment from the

'observee' to continue that safe behaviour. Praising safe behaviour is an integral part of the success of the programme.

If an unsafe behaviour is observed, again a commitment is agreed for the observee to change their behaviour following a discussion about the most serious potential outcome from the behaviour observed - usually death or major injury!

All conversations are recorded on discussion

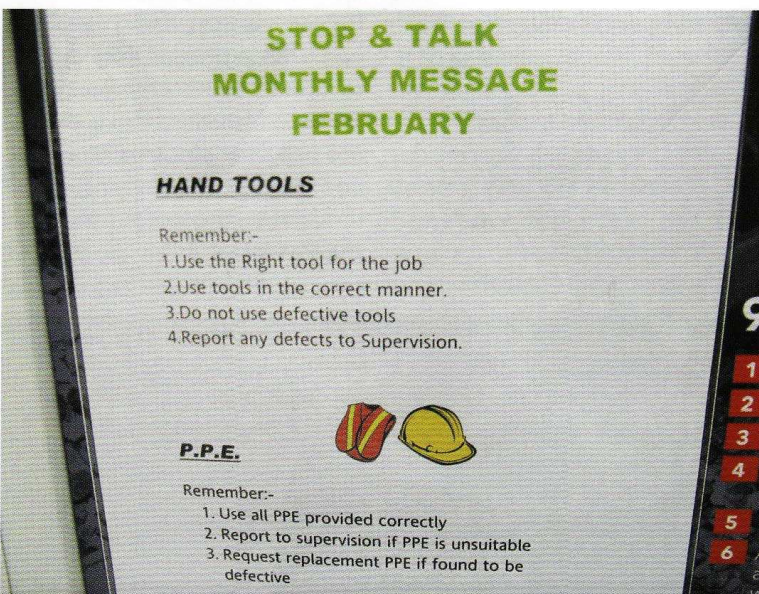
cards and their safe/unsafe detail is entered in a tracking system. This has shown that the areas that require the greatest attention are around housekeeping, PPE, use of tools and equipment and 'moving around'.

It works. Accident numbers are down, although there is no room for complacency. We must continue to target unsafe behaviour and change the attitudes and behaviours of our people before they are injured needlessly. Don't forget all accidents are preventable - but only if people are tuned in to working safely.

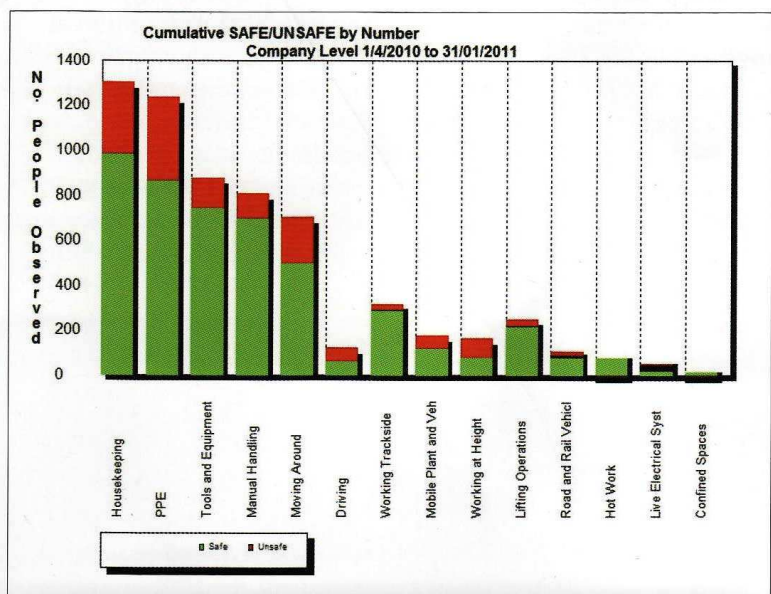
The latest feature to raise the profile of Stop & Talk is the media board which sets out the '9 Key Steps' to create an effective safety conversation and shows the route each discussion will follow through the process. The boards are owned and used by the local Safety Leadership Teams to brief out messages that are relevant to their areas.

Stop & Talk for Teams
Since June 2010, more than 130 frontline site, shop floor and contract staff have undergone their own behavioural safety training. This course has been very well

"It works. Accident numbers are down"



Board level: the local SLT picked PPE as well as the use of tools and equipment as their message for the month



Graphic example: safe or unsafe? Red lines mark the areas of risk



Getting the message: Dave Taylor, Water Orton Project Storesman demonstrates one of the new Media Boards with Installer Simon Hughes

received, partly because of its practical nature and partly because of using attendees' own real life case studies to see how individuals fit into a sequence of events that can determine whether or not there is an accident outcome.

It starts with a game of giant dominos, each with a different name. Five represent different causes of accidents: Environment, Third-Party, Training/ Equipment, Management Behaviour Domino and, most importantly, Personal Behaviour - as countless real-life case studies have shown this to be the last line

"Personal behaviour is the key to working safely"

of defence before an accident. The sixth and final domino is called simply RIP to represent death or serious injury.

As the first domino is pushed over nothing stops the RIP domino from falling. The domino effect has resulted in an accident, with only luck preventing injury or death.

Each domino is then looked at to see how much influence an individual has over its role in an accident. All attendees tend to say they have 100% control over the Personal Behaviour domino, so this one is taken out of action leaving a gap in the domino line-up.

When asked to topple the dominos again, the RIP domino remains standing as a symbol of how personal behaviour has intervened to prevent an accident occurring. The underlying message is that in real life, no matter what other dominos may be in place, you can always remove the 'Personal Behaviour' domino by working safely.

The 'Big 4' way to keep high-risk activities in check

IRNE's 'Big 4' process for ensuring high-risk activities are carried out as planned and are delivered safely has just celebrated its first birthday.

Head of Field Ops **Rob Hughes** and EHS&S Director **Terry Smith** are urging everyone concerned to make sure they continue to adopt the process using the series of checklists and keep their training up to date.

Launched in response to an individual sustaining very serious injuries when an accident occurred during a lifting operation, the process covers the 'Big 4' trackside activities identified as the most hazardous:

- Lifting operations
- Deep excavations
- Using Road-Rail Vehicles (RRVs)
- Complex or complicated plant movements during commissioning or blockades.

"These activities usually involve the use of third-party sub-contractors or plant suppliers and there has tended to be an assumption that they would deal with everything," said **David Brown**, Regional Field Operations Manager, Midlands.

"The fact remains that we are responsible for making sure these activities are planned and executed safely, and we have to demonstrate that we have carried out the necessary competence and delivery checks."

The past year has seen a number of site managers and supervisors trained as Big 4 Safety Reps responsible for identifying any high-risk activities and making sure they are planned and delivered safely.

"This is particularly important where we're dealing with one-off situations such as hiring a 500 tonne crane or where we haven't already built up a strong relationship or trust with the contractor," David added.

The process

There's a clear and simple process for making sure that each of the 'Big 4' high risk activities is identified in time:

"This needs to be done at Possession Planning and Construction meetings, where any high risk activities will show up in the work package plan and method statements," and the process should kick in.

"It's important to take into account the complexity of the task as well as the knowledge and performance of the contractors involved, and also to identify who will be the 'Big 4' safety rep.

"Although the 'Big 4' safety rep is not responsible for carrying out the physical checks or equipment or the competencies of the contractors' personnel, they must make sure that those checks have been carried out by the responsible person.

"This is achieved by using the relevant 'Site Works Checklist' on the Business Management System under the Site Management Information Pack section 10.1.1."