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| **Topic entry (tick boxes that are applicable) 1  2  3  4  5  6  7**  **8 X** | |
| **Entry number (MPA Ref)** | 22080 |
| **Title of Entry** | Golden Rules – roll out and implementation |
| **Name of Company** | Forterra Building Products |
| **Location** | Northampton |
| **Video**  **(if yes, please include URL for video)** | No |
| **Other resource**  **(if yes, please include description)** | 2 attachments |
| **Fatal Theme (tick boxes that are applicable) 1**  **2  3**  **4**  **5**  **6** | |
| **BACKGROUND** | |
| Forterra wanted to ensure all colleagues had a simple set of rules to work from that would help eliminate accidents, incidents and near misses. The two most important parts of this were the rules needed to be memorable and that colleagues felt empowered to always follow them, with full management support.  This is part of Forterra’s drive to be safer together, live by its Safety First core value and create a positive health and safety culture. | |
| **MANAGEMENT OF PROCESS** | |
| Our previous Golden Rules were reviewed in light of feedback from the wider business about needing to be simpler and easier to understand. The review was conducted with our H&S representatives and concluded with just four rules in place, each with a single word that everybody could remember, and we would build communications around these moving forward.   1. ASSESS - Always assess the risk and follow a Safe System of Work 2. STOP - If in doubt, stop yourself or anyone else 3. COMPETENT - Only carry out work for which you are competent 4. LOTOTO - Use LOTOTO every time   To initially launch the rules, a safety video was created that all employees were shown explaining the rules and used a scenario to show where following the rules would prevent harm. At the end of this, each colleague was provided with a Safety Passport to help people remember the messaging and covered some other key risk controls based on the MPA Fatal Six.  To ensure the revised rules had unmissable visibility, a wide selection of visuals was created to be displayed throughout Forterra sites. Rather than just posters, large graphics would cover entire doors, fill walls, hang from ceilings, or appropriate process equipment and more. This ensured that wherever you worked, you would be reminded of the rules. Many of these visuals included the image of our CEO, to highlight the level of support that was behind the messaging.  To support further, the rules were placed onto merchandise that was handed out to employees on a phased basis, each item having one of the rules embedded into the product, with the 5th freebie being a rucksack with all 4 rules on. This high-quality implementation ensured all colleagues were aware of the rules, senior management commitment and what was expected of us all.  The business tasked sites to ensure all operational colleagues had an Individual Personal Safety Review (IPSR). For 2022 the template was reviewed, and focus put to the Golden Rules. Colleagues were asked to name the rules and were provided with coaching if they were unsure of any part of them. The IPSR is also an opportunity to raise safety concerns in a pro-active way. The second H&S passport was handed out as part of the IPSR, highlighting the Golden Rules again and to explain the safety journey for the next three years.  To keep the Golden Rules alive, we have partnered with Juice Learning to deliver behavioural based H&S training to colleagues and managers. Content and materials were discussed at the start of 2022 and filming was completed in February, with the theme of educate and activation of the Golden Rules the core message. This introduced our H&S matrix to all employees, which explains what each Golden Rule means to each ‘level’ of employee.  At the time of writing approx. 75% of our workforce have attended the program. Plans are in place for content creation for the second phase of the program with Juice, looking at how our decisions can lead to accidents and how we are all empowered to make the right choice. | |
| **BENEFITS** | |
| The benefits of the programme are a very clear focus on our Golden Rules and the impact following them can have on our incident statistics. We have focused our messaging on Zero Harm, so colleagues and contractors understand that no incident is acceptable, and our focus is not on lost time incidents, but all incidents and harm to people.  Our employee survey conducted at the end of 2021 showed that the majority of our colleagues did understand our Golden Rules, felt safe and work and did live by its Safety First core value (data available). We hope to repeat this exercise and see if we have an improving trend at the end of 2022.  Our accident incident rate dropped from 50 accidents per million hours worked in Jan 2021 down to 39 by December 2021, a trend we hope to continue into 2022 (36 at time of writing – data available).  Possibly the biggest change that cannot be measured is a greater belief Forterra is serious about H&S and is willing to invest in both people and process to make improvements. As we continue to complete our roadmap to zero harm strategy, we believe that our statistics will improve and most importantly, everybody will go home safe and healthy every day. | |
| **INNOVATION** | |
| The concept of having Golden Rules of safety is not new, but our approach has been to make them as simple and relatable as possible. One of the main differences was the provision of signage / posters / hoardings throughout our factories, ensuring that we had unmissable visibility.  We have tried to make sure our messaging reached our employees families as well, via the provision of free merchandise and communications, as we wanted them to know Forterra care about their loved ones and we valued their support to ensure everybody goes home safe. | |
| **DEVELOPMENT & TRANSFERABILITY** | |
| The initiative will continue to evolve and develop as we try and improve all colleague’s awareness of positive health and safety behaviours and culture.  For 2022 we have engaged a behavioural safety consultancy, who will deliver training to all 1850 colleagues in two stages.   * Q2 - around our Golden Rules and what they mean to each person in the business. Our educate and activate phase * Q4 – around the subject of matter of choice – to encourage positive safety choices and empower people to make the right decisions when performing work, to reduce accidents where perceptions are the cause was the fault of the individual.   All of the process can be conducted in other organisations but will take significant time and effort to achieve. | |
| **NB if document has embedded images try and include these**  **If other documents provided say additional information available.** | |