

# Scottish House Builders Health & Safety Forum

## Behavioural Safety Our Culture, today & tomorrow...

Greg Johnston  
Group HSEQ Director

## Stewart Milne Group

- Stewart Milne Group is one of the UK's leading independent offsite manufacturers and house builders.
- Two significant trading arms: Stewart Milne Homes and Stewart Milne Timber Systems.
- Originally established in 1975, with just 6 employees, today the Stewart Milne Group employs over 900.
- Our group has grown to a turnover in excess of £200m.



# Stewart Milne Group



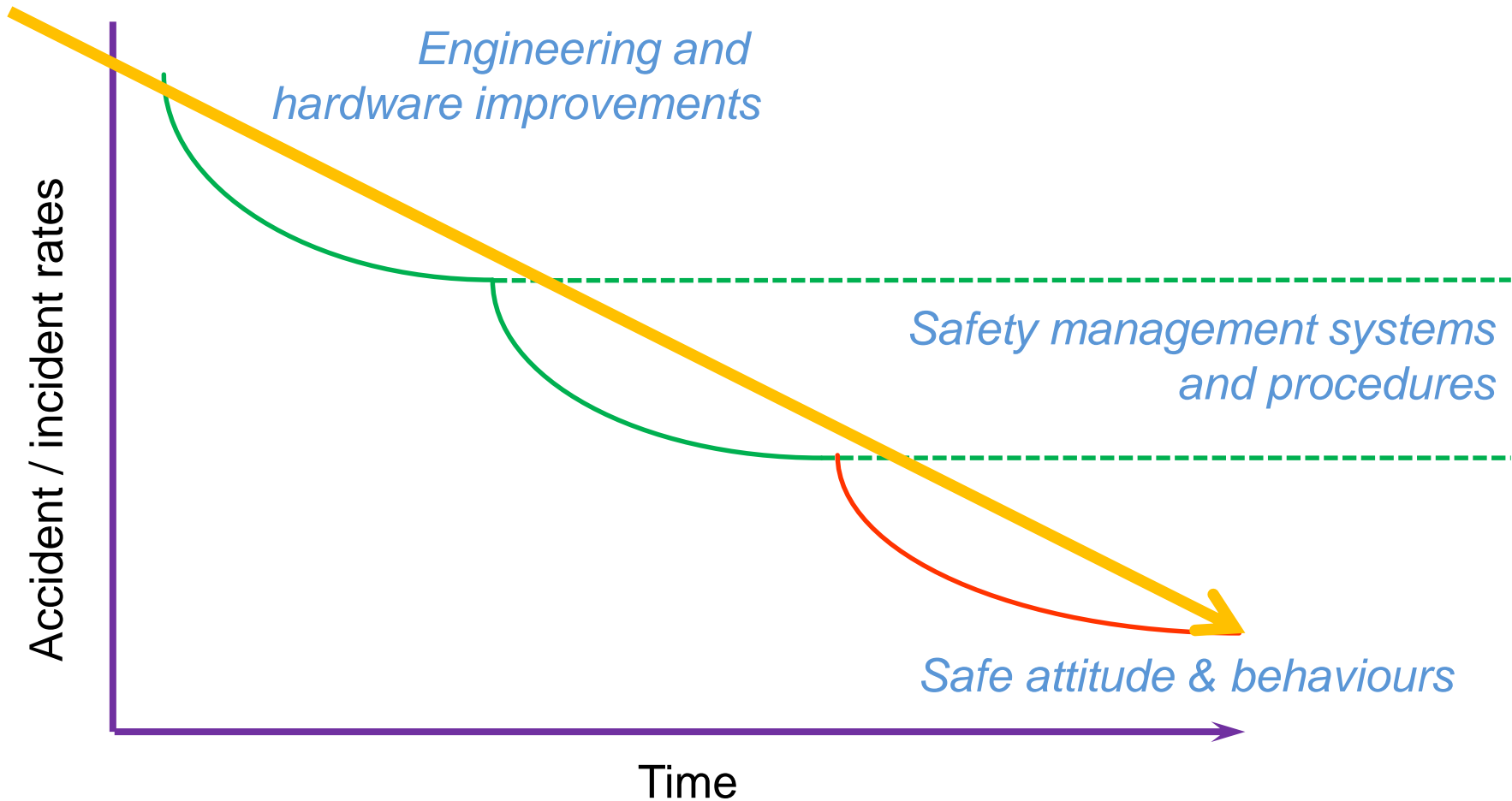
**our health & safety culture is...**

*... the way we do things around here.*

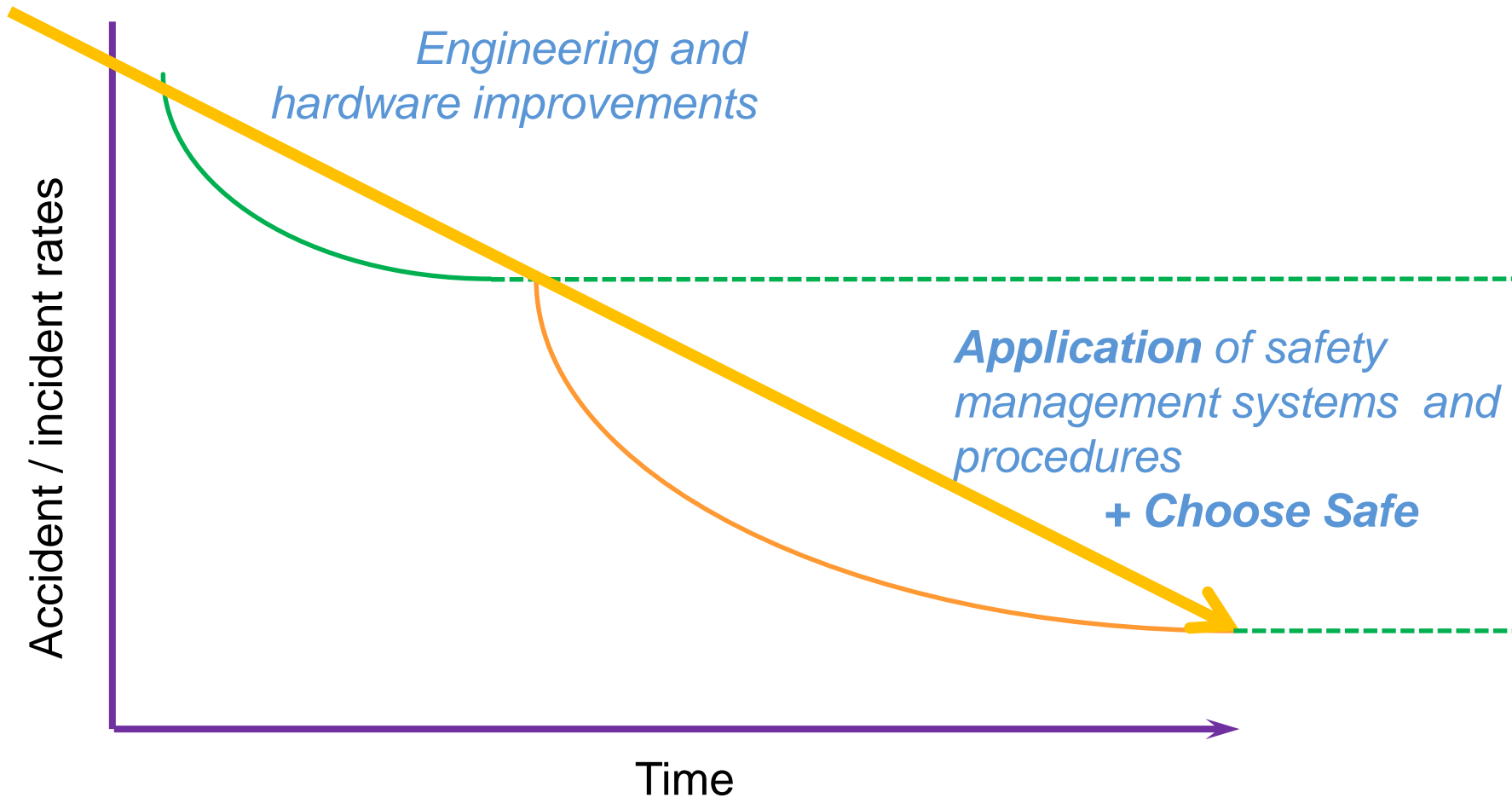
**our behaviour is...**

*...the things that people do.*

## Improving our safety performance...



# Improving *and sustaining* our safety performance...



## Cultural change....

Stewart Milne's ambition is to become a coaching organisation. In essence, our people are trained, developed and helped towards improving performance and achieving success....

Initial survey of all employees to ascertain our starting position.

In three+ years to now:-

- **36** Launch days, launching **926** of our people.
- **10** Focus Leader 2 day courses, supporting **116** focus leaders.



## Just Culture...

A **Just Culture** ensures that by working together and receiving continuous coaching, people involved in unsafe acts are treated fairly, and those who intentionally break the rules are managed appropriately.

An organisation with a **Just Culture** will have an increasingly positive safety culture associated with increased consistency, openness confidence and trust – in essence, it's okay to tell us.....

**Just Culture** reinforces the point that working safely is actually a condition of employment.



## Observation Card

Action taken at Site:

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Communicated to Group HSE (if required):

OH&S/SMG/163 Rev 0 Apr16



## OBSERVATION CARD

# SEE it, TELL it, SHARE it!

# Observation Card

Project Development:

Division:

Name (optional):

Observations (tick applicable):

- Near Hit
- Opportunity for Improvement
- Good Practice
- Bad Practice



Brief description of observation:

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# SITE OBSERVATIONS



**You said:**

**We did:**

**Date:**

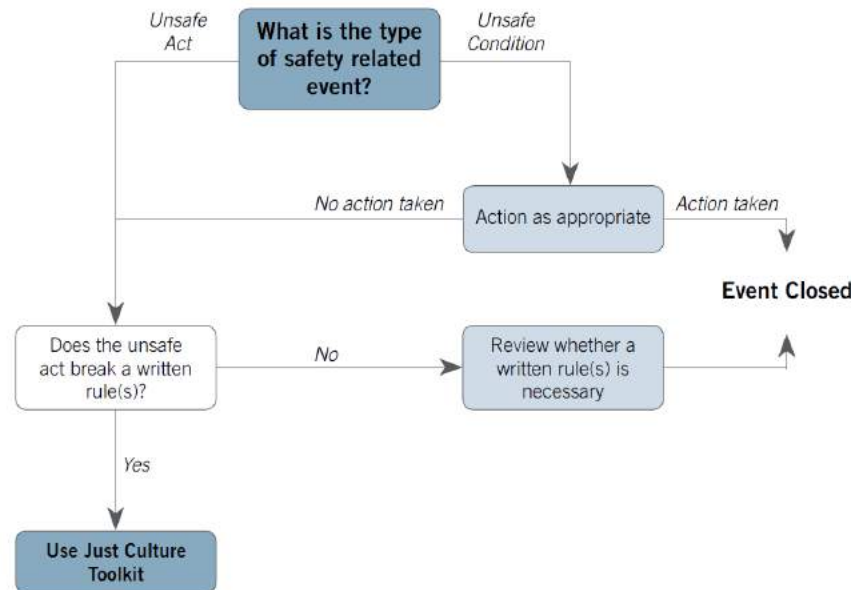


This month's focus is:

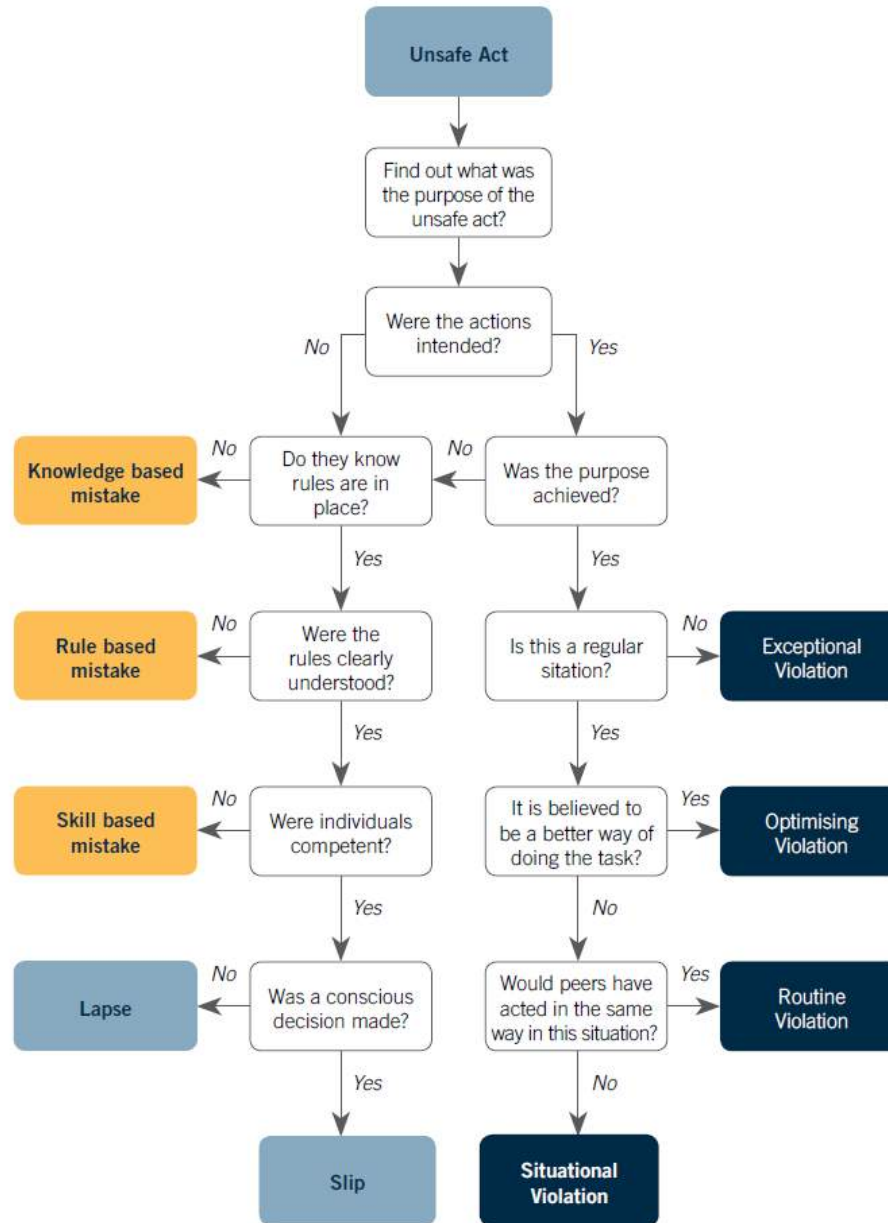
**CHOOSE TO BE SAFE!**

# Just Culture Toolkit...

When undertaking situation or event review, we need to understand when to use our Just Culture decision making model:



# JUST CULTURE DECISION MAKING MODEL



## Supervisors Induction...

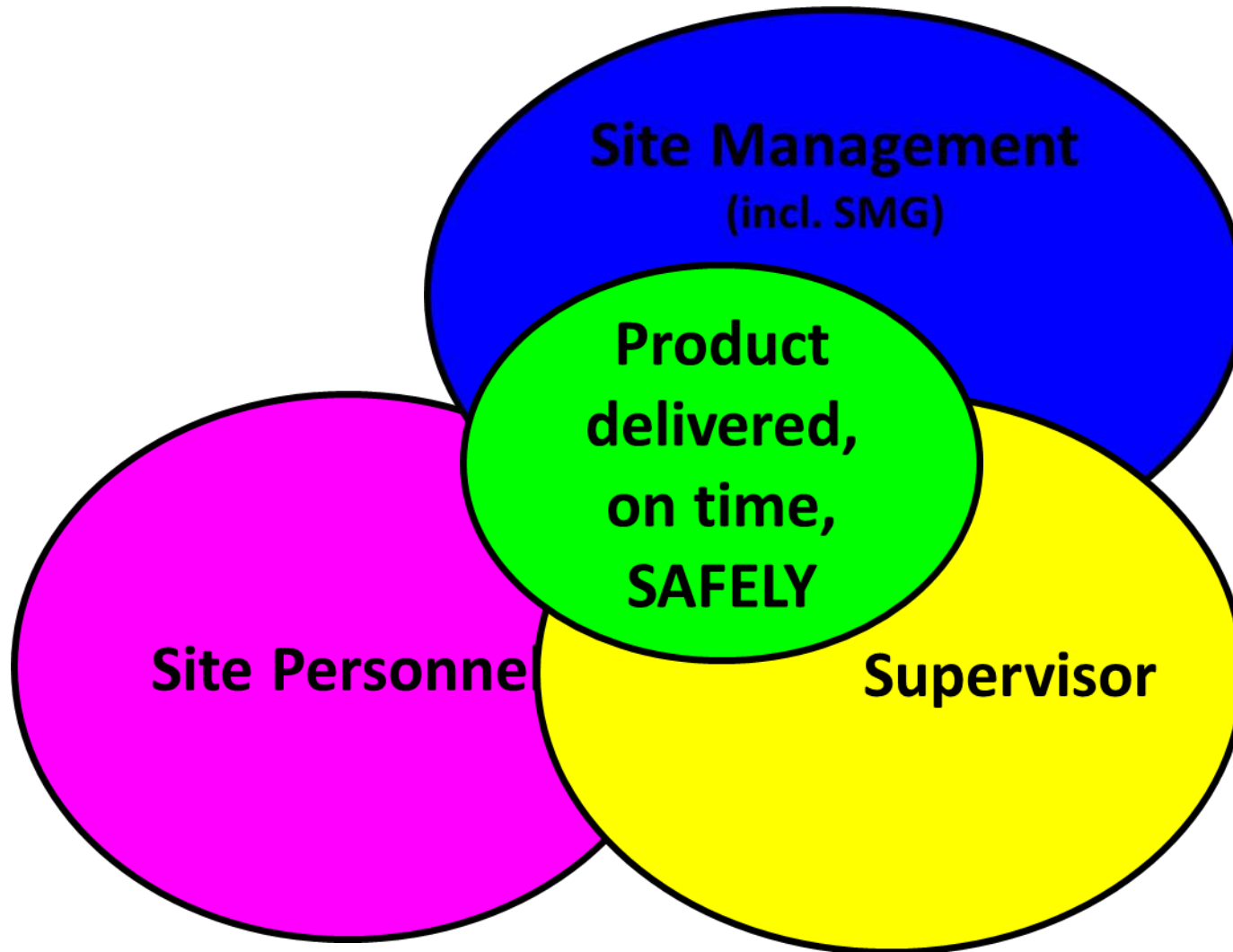
- Supplement to our standard induction.
- Supervisor key link between site management & the persons undertaking the actual work.
- Paramount to ensure their importance is advised, understood & appreciated.
- Accountability for those under their control.
- Supported by SMG to ensure right action on all health, safety and well being matters, to ensure no compromise.
- Essential to have the collaboration (and passion) to embrace health and safety proactively or.....





**Site Management**  
(incl. SMG)

**Site Personnel**





## Supervisors Induction...

Shared, agreed and understood expectations and competencies around setting persons to work....

As a Supervisor you are expected to “lead by example” in everything you do;- you are an important and valued member of the site team and will be treated as such.....

*“Your Company has agreed to support us in delivering our Choose Safe strategy and supporting safety standards. You will have been briefed on these prior to coming here. If you have any concerns in this respect please discuss and resolve them with your line manager or the Site Manger on this project”*

## Our next steps.....

- Re-visit our initial survey.
- Stop launching, with Choose Safe now integral to what we do.
- Setting to work.
- Monitoring & measure the work.  
(you get what you inspect, not what you expect)

Look at establishing and agreeing organisational common Values, such as:-

- Respect
- Integrity
- Teamwork
- Excellence

## Tomorrow...

A fully competent and engaged workforce, fully versed and aware of what's required, who do the right thing, even when nobody is looking.....

**Thanks**