Establishing and embedding the **Safety Ripple** way of working

A "how to" guide for building a consistent Safety Ripple approach into everything we do

safetyripple
KEEP IT GOING

Contents

This is a step by step guide to run through each phase of the Safety Ripple approach. This guide will help you embed Safety Ripple in everything you do.

- **What is Safety Ripple and why is it important?** 3
- **Safety Ripple timeline** 4
- **Tender stage** 5
- **Project award and pre-planning** 5
- **Mobilisation** 6
- **On-going training, awareness and support** 7
- **Safety Ripple toolkit** 8
  1. Safety Ripple visuals 8
  2. Safety champions 10
  3. Induction and education 12
  4. Play it Safe 14
  5. Safety huddles 16
  6. Solution groups 17
  7. Safety Ripple health checks 18
- **Appendix** 19
  1. Strategic launches
  2. Site launches
  3. Safety Ripple clinics
  4. How to use the solution group impact matrix tool
  5. Safety Ripple health check suggested discussion points

What is Safety Ripple and why is it important?

Safety Ripple is the VolkerStevin way of bringing about the highest standards of safety, health and wellbeing. Everybody, at every level, is involved in the Safety Ripple approach.

Safety Ripple is important because we know that the people who do the work are best placed to contribute to how the work is done safely.

Safety Ripple provides a set of tools to get people talking and engaging in the process of achieving high standards of health and safety on all our projects.

The more of us that get involved in the process of bringing about a safe and healthy workplace, the more we are invested in it, the more we own it and the more likely we are to keep it going.

Safety Ripple is present at all stages of our work, from tender through to completion, and is built around three main principles:

This "how to" guide will help you to establish and embed an effective Safety Ripple culture throughout your project and across the business.

REMEMBER:

Every time you stand up for safety you influence others to do the same. Create positive Safety Ripples.

Safety Ripple timeline

Pre-construction
The pre-contract stage is vital to ensuring we set the foundations to achieve our Safety Ripple vision.

1

Project award and pre-planning
Before arriving on site, it is key to ensure that the roll out of Safety Ripple is effectively planned for the project.

2

Strategic launch
For the launch of frameworks or large projects, we offer strategic sessions to on-board site management, our clients, and the supply chain in the Safety Ripple ethos.

3

Mobilisation
It is important that we set the right standards from the beginning to ensure Safety Ripple is embedded throughout the course of the project.

4

Site launch
Launches are tailored to site requirements and aimed at creating awareness and skills.

5

On-going training, awareness and support
The Seven Elements are the toolkit for embedding Safety Ripple on our projects. We also have support and additional training to ensure that Safety Ripple remains effective.

6

Pre-construction

This section covers Safety Ripple from project concept to project award.

Why is it important to embed Safety Ripple at pre-construction stage?

The pre contract stage is vital to ensure that we set the foundations, expectations and commitments to achieve our Safety Ripple vision. During tender stage Safety Ripple needs to be thought of and talked about. As a standard, Safety Ripple is:

- included as part of our tender and enquiry documentation;
- included in contractor's documentation which all our supply chain partners sign up to;
- allocated a cost during tender.

Project award and pre-planning

This section covers Safety Ripple from project award to mobilisation.

Safety Ripple must be implemented in the project planning stages before arriving on site. A Safety Ripple project kick-off meeting is an initial starting point between project management and the HSEQ team to agree dates for the following sessions.

Strategic launch – is a strategic Safety Ripple launch to engage management, key supply chain partners and clients. This is particularly helpful when starting a new framework or project with key supply chain partners (See page 19 for more information).

Site launch – these sessions are for all those who work for or with us on our project, regardless of job role, level or employer. (See page 19 for more information).

Clinics – these sessions are used as a follow up to site launches to conduct a Safety Ripple health-check, celebrate success and provide ongoing support (See page 19 for more information).

Further anticipated launches – these can be agreed to be held at key project milestones / new phases of work, whenever there is significant change in supply chain partners or workers on site.

Mobilisation

When arriving on site there are some key steps which can assist teams in getting kick started.

It is important that from the beginning we set the right standards when we start on site, to ensure that they continue throughout the course of the project.

When arriving on site, the following steps should be taken to implement Safety Ripple.

1. Site walkaround – to develop the Safety Ripple visual plan.
2. Safety champions – identify safety champions including those from the supply chain and client as appropriate.
3. Site induction – ensure Safety Ripple is a core element of the onsite induction.
4. Site launch – ensure one has been scheduled.

On-going training, awareness and support

This section details all the on-site tools available to embed Safety Ripple in everything that we do.

It is vital that the Safety Ripple way of working remains energised and focused throughout the project. This will ensure that everyone remains an active & positive part of Safety Ripple.

In order to embed Safety Ripple in everything we do:

- Conduct a **Safety Ripple health check** every month between the project leadership team, safety champion representative and the health and safety team.
- Hold a **Safety Ripple clinic** session at around three months after the initial launch and then at regular intervals.
- Be mindful of the changing nature of your project and make sure that **further Safety Ripple launche**s are conducted at key phases of the work.
- Effectively utilise the Seven Elements Toolkit –

1. Safety Ripple visuals – keep your visuals neat, current and personalised.
2. Safety champions – ensure you have a good number of safety champions, including supply chain and clients where possible. Ensure safety champions are positively supported and actively involved in an ongoing and improving Safety Ripple culture.
3. Inductions and education – keep inductions and briefings interactive and engaging so that there is maximum impact.
4. Play it Safe – run regular inclusive and interactive Play it Safe sessions with the wider workforce so that they can participate and be a key part of making a difference.
5. Huddles – encourage a 'huddle culture' where everyone regularly steps back to think, talk things through and pass on ideas and concerns through our well-established observation reporting tools.
6. Solution groups – conduct regular solution groups to get to grips with those more persistent and / or compelling obstacles.
7. Safety Ripple health checks – have monthly meetings to review Safety Ripple on your project. These can be part of your four-weekly HSEQ meetings.

Safety Ripple toolkit – The Seven Elements

We have developed the Seven Elements of Safety Ripple to ensure that it is embedded into everything we do.

To help apply Safety Ripple, we have developed a Seven Elements toolkit, comprising of:

- Safety Ripple visuals
- Safety champions
- Induction and education
- Play it Safe
- Safety huddles
- Solution groups
- Safety Ripple health checks

1. SAFETY RIPPLE VISUALS

Safety Ripple visuals provide a good first impression and reinforce the Safety Ripple message.

Visuals are the first chance to tell everyone who works for, or with us that Safety Ripple is an integral part of what we do.

Visuals should be used throughout the site, at work access points and in working areas both external and internal.

Each project has been allocated a cost during tender stage to incorporate the minimum visual requirements. All signage is available to order through our signage catalogue.

Minimum requirements for a project would include:

- Banners
- Stencils for designated walkways
- Window vinyls
- Feather flags
- Safety Ripple logo on all PPE

Here are some tips and examples of how to implement Safety Ripple visuals throughout your site.

Remember to regularly review the condition and placement of site visuals for maximum impact.

safetyripple
KEEP IT GOING
Pedestrians

safetyripple
KEEP IT GOING

safetyripple
KEEP IT GOING

VolkerStevin
positive influence...
VolkerStevin
safetyripple

safetyripple
2m

2. SAFETY CHAMPIONS

Safety champions are key ambassadors of the Safety Ripple way of working.

Safety champions

- Support good two-way communication.
- Promote Safety Ripple as an active part of our daily activities.
- Empower everybody to intervene.
- Help with engagement with the workforce.
- Encourage everybody to challenge unsafe practices.
- Praise good practice.
- Act as a conduit between workforce and site management / supervision.

(Note: Site management / site supervision are actively encouraged to become safety champions and lead by example)

The role of a safety champion is to:

- introduce Safety Ripple to new starters on site;
- encourage safety huddles and show others how to lead / take part in them;
- support Play it Safe sessions, observations and feedback;
- play an active part in Safety Ripple solution group discussions;
- develop an active safety champion community on sites with multiple safety champions.

The safety champion role is open to anyone who wishes to get involved, including our clients and supply chain.

Safety champion training

Safety champion training is incorporated within site launch events, and must include clients and supply chain partners where possible.

Remember: Although we have specific safety champions as trained ambassadors for Safety Ripple, everyone should champion Safety Ripple, engaging with, promoting and leading a positive, inclusive and future focused approach.

On-going site support for safety champions

Safety champions are an essential part of the Safety Ripple way of working and it is vital that safety champions receive support from management to perform their vital role so that a Safety Ripple culture is established and maintained.

Our safety champion's require time and support from the management team to help them to:

- ✔ deliver the message about Safety Ripple to new people on the project;
- ✔ encourage and be involved in safety huddles;
- ✔ support Play it Safe sessions;
- ✔ attend solution groups;
- ✔ attend Safety Ripple health check meetings.

On-going business wide support for safety champions

Each newly trained safety champion joins a growing and established safety champion network. Safety champions are actively supported by the business and have access to:

1. Safety champion forums – forums are designed to develop new skills, share best practice, and provide an important support network.

   Please ensure there is safety champion representation at each forum from your site.

   Notes from each forum are published to all sites and must be cascaded to all.

2. WhatsApp group – The safety champion WhatsApp group, allows our community of safety champions, to communicate with each other quickly. This is used to provide support and share ideas.

   To add a new safety champion to the group, please send the safety champions mobile number to your HSEQ Coordinator.

3. INDUCTIONS AND EDUCATION

Site inductions, daily briefs, introductions and Toolbox Talks are all an essential part of the Safety Ripple approach.

Inductions

All site inductions should get people thinking and talking about safety.

Inductions work best when they are visual, interactive and site specific.

All site inductions should:

- be delivered by someone competent and confident in facilitating a two-way discussion with groups of people;
- include Safety Ripple at the start and end of full and visitor inductions.

Education and briefings

Regular conversations and two-way feedback are key to maintaining a positive, inclusive and future focused environment. Daily briefs and regular Toolbox Talk sessions play an essential part in this.

Safety Ripple needs to have a regular daily presence in:

Daily / start of shift briefs

- Discuss key activities and items of note for the day.
- Remind everyone of the current Play it Safe topics.
- Obtain two-way feedback on chosen Play it Safe topics enabling tracking of progress towards agreed targets and discussion on any barriers.
- Provide observation cards feedback and discussion.
- Encourage an inclusive huddle culture where we step back to think / talk together.

Toolbox Talks

- Create inclusive discussions about key topics.
- Pass on best practice and encourage more ideas / further dialogue.
- Show everyone on every VolkerStevin project that when it comes to pursuing the highest standards of health, safety and wellbeing, "we mean it".

Safety Ripple introductions

These can be carried out anywhere on site to ensure that everyone understands the aims and purpose of Safety Ripple and how to get involved.

Safety champions and the Safety Ripple introduction

Each safety champion should introduce themselves to new starters as soon as possible. This introduction allows them to reinforce the Safety Ripple message and highlight how each person can get involved.

As a prompt, the safety champions can use the Safety Ripple introduction poster, developed by our safety champion network. This poster can be used by safety champions and / or by the person carrying out the site induction.

Even without using the poster, creating a culture where everyone is properly welcomed, and oriented by someone who they work alongside, only strengthens the likelihood of a positive, safe working culture.

4. PLAY IT SAFE

Play it Safe is a key opportunity for everyone to get involved in continually improving the way we work.

The aim of Play it Safe is that those doing the work are involved in choosing and improving behaviours on their site.

There are three key stages to running Play it Safe.

1. Holding a Play it Safe session to identify the chosen cards.
2. Observing, monitoring and recording progress through regular discussions.
3. Providing and receiving feedback – weekly as a minimum.

Play it Safe session

To run an effective Play it Safe session, you should:

- include as many people as possible across all disciplines / trades;
- ensure sub-contractors, agency staff and clients are included as appropriate;
- if you are unable to, include all the team in one session, hold multiple sessions or agree with the whole site team who should attend.

Choosing and clarifying the cards

1. Pick the cards that are most relevant to your site and work environment.
2. Select the cards that represent the behaviours that need most improvement around their work area(s) and narrow down to two or three most important.
3. Discuss why they have been chosen and what causes the issues.
4. For each reason ask for some suggestions for improvement.
5. Have any improvements been suggested? If so, ensure these are addressed.
6. Are any behavioural improvements needed? If so, agree the behaviour that the group would like to see, as specifically as possible, and document it on the Play it Safe board.
7. With each documented behaviour, agree where you are now, what your desired target is and how you will measure this.

Those who, as part of their role, already have a daily on-site presence, are ideally placed to help assess the daily behaviours of the chosen Play it Safe improvement topics.

Conducting and recording observations

- Once the agreed behaviours have been chosen, place these onto the Play it Safe board and display in a prominent place where everyone can see before accessing the work areas.
- At least once a day, these agreed behaviours should be observed and discussed on site.
- The way you record the progress is up to you. It is recommended that this is done in an inclusive way, such as during daily task briefings. Here it can be agreed by everyone what the current performance is, and if anything needs to change to help progress towards the target.

Example scoring:

GREEN — If you see the agreed behaviours taking place by the whole site

AMBER — If the agreed behaviour is adopted by most of the workforce

RED — If the behaviour is not being adopted

- Only when everyone is satisfied that all the chosen behaviours are embedded, and are part of the way we do things, should new cards be chosen.
- If a behaviour is not improving as hoped, then this can be discussed in daily task briefings, as a huddle, or the topic can be referred to the next solution group. Try to find out what the barriers / difficulties are preventing improvement.

Giving and receiving effective feedback

Regular feedback, whether it is verbal or visual, keeps everyone engaged. Feedback can be given during:

- daily start of shift briefings;
- weekly Toolbox Talks;
- face to face discussions with individuals on site;
- weekly site meetings;
- as part of the monthly Safety Ripple health check process.

Play it Safe feedback discussions should include:

- progress against the current set targets;
- clear examples of what has improved and why;
- what needs to happen where behaviours aren't progressing as expected.

5. SAFETY HUDDLES

Safety huddles create a "lessons-learned" way of doing things and encourage everyone involved to find an immediate solution.

Safety huddles are used to quickly react to issues on site and work together to find a solution. They are quick, positive and inclusive discussions, using open questions to get people thinking, talking and contributing to safety improvements.

There are two types of huddles.

1. **Proactive huddles** – these are held when:
   a. setting up a task or starting a new;
   b. moving to a new location of works;
   c. following a change to conditions / scope / team / plan.
2. **Reactive huddles** – these are held when:
   a. you have seen something that is particularly good and want to encourage;
   b. you have seen something that could be improved, and want to get the team involved in thinking about it, talking about it and actioning it.

Huddles are recorded using the AIRSWEB / observation card system.

6. SOLUTION GROUPS

Solution groups are designed to solve issues on site, which cannot be resolved as part of a huddle. They are used to improve the way we do things. Creating a solution focused culture, will engage everyone in contributing to a more productive, healthy, and safe place to work.

As everything can't be solved by a quick safety huddle, solution groups are designed to deal with more detailed or persistent issues.

Solution groups develop workable solutions to issues raised during / from:

- Play it Safe sessions
- Key site / project issues
- Safety huddles
- Observation cards
- General observations on site
- Monthly Safety Ripple health checks

Each solution group should be attended by the most appropriate personnel, for whatever items are on the agenda. You should aim to run a solution group at least once a month, and at any other time when a solution is required.

During a solution group:

- Take each item in turn
- Identify the problem / issue
- Identify the underlying root cause(s)
- Ask around the room to get everyone's suggestion / solution
- Use the impact matrix to assess potential level of impact / effort required for each suggestion (See page 19 for more information on the impact matrix)

7. SAFETY RIPPLE HEALTH CHECK

The Safety Ripple health check provides a forum to discuss how well Safety Ripple is being applied on the project.

Safety Ripple health checks are monthly meetings, held between site management, safety champions, and where possible the project health and safety advisor.

Top tips for effective Safety Ripple health checks.

- Hold monthly health checks as a minimum.
- Work through the Seven Elements toolkit to identify examples of good practice and specific areas for improvement.
- Ensure best practice solutions are captured and cascaded.
- Ensure any areas of improvement are followed up and feedback is given across the project / business.
- Identify if any refresher training is required.

See page 21 for more detailed suggestions on running effective health checks.

Appendix

Strategic launches

Launching Safety Ripple strategically is an important step, in getting project and supply chain managers familiar with, and committed to, the Safety Ripple way of working.

A typical strategic launch would last one day and is designed to:

- give a comprehensive overview of what Safety Ripple is; why it is such an integral part of the VolkerStevin way of working; how it works in practice (with examples from other Safety Ripple active sites);
- provide a visible and clear launch to the Safety Ripple way of working within the project;
- engage and inform all strategic managers (including the client and key supply chain partners) about the Safety Ripple way of working;
- clarify Safety Ripple roles, events, activities and expectations of all key staff, clients and partners.

Site launches

A high-profile event to engage and inform everyone on the project how, why and when to get involved in Safety Ripple.

Site launches are aimed at developing Safety Ripple awareness and skills.

Site launches are fully tailored to site requirements and can therefore vary in duration and content (from one to four days).

Site launches should be carried out within the first few weeks of the project start up.

The specifics of each launch will be discussed and agreed with a Safety Ripple coach, at around the first or second week of project start-up.

Site launches should include our supply chain partners and clients where possible.

Safety Ripple clinics

Clinics are an on-going way to ensure the Safety Ripple way of working has been embedded and is playing a positive, inclusive and future focused part in the way that work is being conducted.

Safety Ripple clinics are support sessions, which can help to further embed, support and publicise the good work that is being conducted on site.

They are an opportunity to build on skills developed during the initial training, and share best practice across the site and the wider business.

Ideally, a clinic should be scheduled for around three months after the initial site Safety Ripple launch, and should include as many on-site personnel as possible.

Each clinic usually includes:

- discussions with the project management team (including site agents / foremen / supervisors);
- workshops and discussions with safety champions;
- further Play it Safe / huddle / solution group sessions where required;
- an output report, that helps the project and the business to identify and pass-on good practice as well as focus on key development steps.

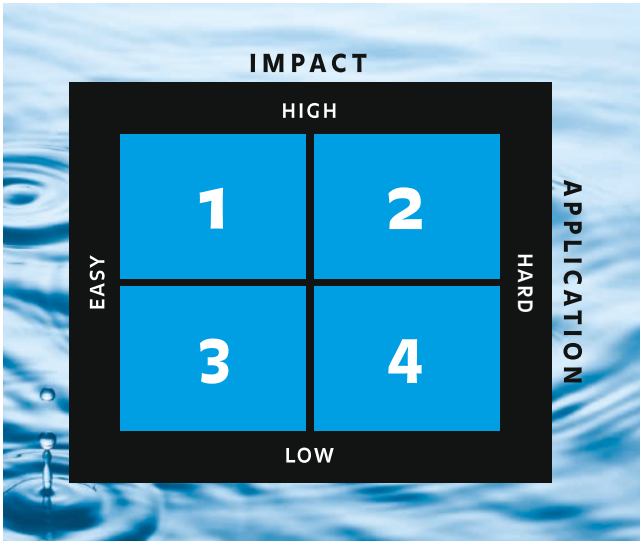
Clinics should include our supply chain partners and clients wherever possible.

How to use the solution group impact matrix tool

A solution group discussion can be considerably enhanced by using the "Impact Matrix tool" effectively.

1. Any solution which falls in area one is an 'easy win' and should be immediately actioned and implemented on site. These solutions will have high impact but low issues / cost to implement.
2. Any solution which falls in area two, is still worth actioning straight away. These solutions will still have high impact, but they will be harder to apply, or have a number of obstacles to overcome, but they should still be pursued as the benefit is substantial. This should be done by breaking the actions down into stages and smaller, more specific activities.
3. Any solution which falls into area three, should also be actioned straight away as it is easy to implement, but not to the detriment of anything being actioned in areas one and two. Although anything rated in area three has a potentially low impact, any positive improvement on site, however slight, is a win.
4. When suggestions fall in area four, they may not be easy to implement. They have been rated in this area of the matrix because they may have a high cost / effort, and they may only have a low impact on improvements. Although any improvement is a win, sometimes the level of cost / time / effort outweighs the benefits. They may not be reasonably practicable to implement.

Impact Matrix tool



Safety Ripple health check suggested discussion points

Below are some questions to help support monthly Safety Ripple health checks.

1. Visuals

- Are visuals in the right places?
- Are they clean & neat?
- Do they need refreshing / moving?
- Can they be made more 'personal' to our site / workforce?
- Has the nature of the works changed, and do the visuals need to change with them?

2. Safety champions

- Do we have enough of them?
- Are safety champions effective / skilled / confident?
- What examples do we have to demonstrate their effectiveness?
- Are they well supported by the local management team? What examples are there of this?
- Do safety champions have a visible, valued and recognised place in our everyday work?
- Are safety champions consulted and listened to?

3. Inductions and education

- How engaging and inclusive are our site inductions?
- How well delivered and how well received are they?
- Is Safety Ripple included?
- Does everyone who has had a site induction, understand how to get involved in Safety Ripple?
- Are safety champions introducing themselves and Safety Ripple to new starters on site?
- Is Safety Ripple included at the start of shift briefings?
- Is there a clear feedback / information loop for Safety Ripple that is being used daily / weekly / monthly?
- Where is our evidence of all the above?

4. Play it Safe

- Are Play it Safe sessions being held regularly across the project?
- Are they interactive and engaging?
- Is everyone doing the work, being given a voice and are their contributions being listened to / acted upon?
- Is each Play it Safe session being used as an opportunity to 'huddle' and are observation cards being raised in the meetings?
- Are two or three key improvement topics, being identified by those doing the work at each session? Are they being documented on the Play it Safe boards, specifically enough so that it is clear what is being improved?
- Are on-going daily observations / conversations taking place?
- Are the Play it Safe boards being updated daily?
- Are Play it Safe topics being mentioned at each daily brief? Is Play it Safe feedback being given at least weekly?
- Are the site management team tracking and publicising Play it Safe improvements?
- Do we have evidence to prove that Play it Safe is helping to improve the safety, health & wellbeing of our project?

5. Safety huddles

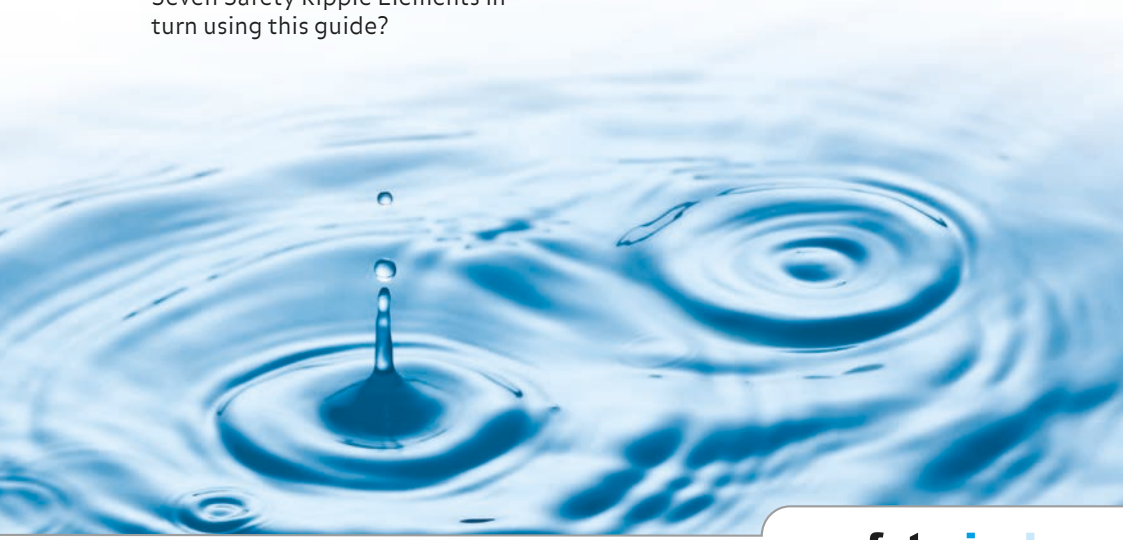
- Are huddles being conducted on a regular basis?
- Are huddles being actively encouraged to discuss work / ideas / concerns?
- Are notable huddles resulting in observation cards being filled out? Are those cards being acknowledged, and analysed by the management team on a timely basis?
- Are the results of observation card analysis and action being fed-back to the workforce, as part of a regular and robust feedback loop?
- Are we capturing progress / improvement and passing it on across the project or business?
- Are we tracking key patterns and complex issues, and using that data to inform our next solution group discussions?
- How could we further establish and embed a huddle approach to daily work?

6. Solution groups

- Are they taking place?
- Are the right people attending (operatives / specialists / safety champions / management supply chain / client) to ensure that items of concern can be discussed and closed out?
- Are we using the impact matrix?
- Are we making progress with the issues highlighted?
- Do we need further / higher-level help to unlock solutions to certain issues?
- Are we publishing the discussions and outputs from solution group meetings, across the project or business as appropriate?
- When is our next anticipated solution group?

7. Safety Ripple health check

- Are we conducting this health check on an at-least a monthly basis?
- Are the management, safety champions, health and safety advisor attending?
- Are we going through each of the Seven Safety Ripple Elements in turn using this guide?
- Are we making progress with our Safety Ripple way of working? Is it adding value to what we do?
- Are the people who do the work getting every opportunity to raise their ideas, questions or concerns? Are they involved in a robust and regular dialogue with the project management team?
- Does this Safety Ripple dialogue involve the client and supply chain to an effective degree?
- Is there plenty of evidence to suggest that we have an effective level of daily, positive, inclusive and future-focused safety conversations happening across the project?
- Are we sharing our ideas / successes / progress well?
- What further support do we need?
- What is the date and time of our next health check?



VolkerStevin

safetyripple

KEEP IT GOING