



# Wilkins Safety Group

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***Make sure you understand "DREAD" it's all about change.***

Over the last few months I have given you advice about involving the workforce, risk management, safety training etc. But have you noticed that things haven't changed that much?

Well I have been looking again at an article that was first published in November 2013 and written by Wayne J. Harris. Wayne is a highly respected HSE (Health Safety Environment) professional with over 30 year's international experience and is Chairman of the International Safety Quality Environment Management Association.

His ideas look at this problem and are something that you might find useful to put into action in your business. It is a process called **DREAD** and I thought that I would explain it to you.

**This week's 2 recent HSE cases look at accidents that cost all involved dearly.**

- **A 53-year-old, from Bristol** suffered a fractured back and two fractured ribs, and was unable to return to work for seven months.
- **James Leech, from Dunston Heath, Staffordshire**, died in hospital nine days after he was rammed several times against a gate by a Holstein friesian bull weighing around a tonne.

As ever, if you have a subject that you would like us to cover one week, please contact us by phone [01458 253682](tel:01458253682)  
Email [info@wilkinssafety.co.uk](mailto:info@wilkinssafety.co.uk) or via our [Facebook page](#) or by [Twitter](#)

## *Welcome to our latest Update E-Newsletter*

As ever, please feel free to share this with friends and colleagues. You will also find PDF versions of all our other newsletters on our website: [www.wilkinssafety.co.uk](http://www.wilkinssafety.co.uk) with lots more useful information and a wealth of leaflets covering Health and Safety topics.

### DREAD Transition Model for Employee Engagement



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# ***Make sure you understand “DREAD” it’s all about change.***

**You may be the Chief Exec of a large business, part of their management team or the owner of a SME business. You have invested time and money in developing and implementing a new safety management system.**

You have ensured that everyone from the top management down has been trained in their new roles and responsibilities regarding Health & Safety, and at the same time run an extensive promotion campaign. So it should be a success (or so you may think.)

However 6 months later you find that your people have still not changed their ways of working. There are no tangible signs that safety has really progressed any further and you cannot understand why not.

The simple fact is that businesses don’t just change because of new safety processes or training courses. They change because people within the organization have successfully gone through a period of transition that known as **DREAD**.

There are five steps to the DREAD process and only when the people have made their own personal transitions through the “DREAD Zone” can your business truly reap the benefits of change. Some may start at the denial stage others at acceptance; however each stage must be managed and monitored constantly.

## **Denial:**



This is the first stage that must be managed with the utmost care. It’s the point of time that you have to sell to senior management the reasons a change is necessary for both business continuity and employees personal safety. It is normal for people to initially deny there is a need to change. We have all heard **“we have been doing it this way for years”** or **“let’s wait and review next year”** as the excuse not to change.

Indeed, as a Safety adviser I often hear excuses, such as those two, when I’m talking to company bosses or managers when I first visit their companies. This is because they do not wish to admit that they may be behind the times or just, quite simply, been in breach of the regulations for some time. Many could be sitting on a time bomb with an accident waiting to happen!

## **Rejection:**

As people are introduced to the new safety system they may resist the change. This may be because they have concerns, in which case discuss these with them. But, more often than not, it is just because they don’t want to embrace any “new-fangled ways”. For the organization, this stage is the “Sink or Swim point of the change process” if this is badly managed, it may result in total failure.

The challenge is to help and support people through their individual transitions (which can at times be stressful). The easier you can make this for people, the quicker the organisation will benefit, and the more likely you are to be successful.



## Expectation:



If you managed to survive the first 2 stages it means people have started to believe the reasons behind the changes. This is when you have to demonstrate progress and what has been delivered by everyone. It's the "walks the talk" stage of the whole process.

Now you may have promised certain improvements, management involvement, training for staff etc. So show people your progress and be visible on the results. One thing for sure never fabricate results. If you are behind in the programme tell people and let them know the reasons and how you will resolve it.

The same applies regarding the HSE. If you can show them that you are progressing towards a safer run business with your new safety system and training, they are more likely to give you further time, rather than prosecute you for failing in your duty.

## Acceptance:

This is where you can let out a sigh of relief. You have reached the stage where you can definitely see people have adopted the new safety management system. The majority of employees are now following the procedures and people see the value it can bring to the business and most importantly to themselves as individuals.



## Dependency:

It's now time to wave the corporate flag to the rest of the industry you work in. If you have managed your complete Health & Safety change management in a structured and programmed way you will have achieved a stage of dependency. It means complete and full integration of safety has been achieved at all levels and is fully embraced as part of the culture and values of the organisation.

## Conclusion:

It's easy to think that people will always resist change out of pure stubbornness or lack of vision. However you need to recognize that for some change takes time and people need to be supported throughout the whole process. Companies can change it just needs to be planned, introduced and managed carefully. The Wilkins Safety Group is here to help you. Then you can sit back and relax a little!



**Tip:** keep your Health & Safety change programme simple, clear and easy to follow and you will greatly increase your chance of success. Remember, if you over complicate then people will naturally reject.

If you would like any further help or support, please please contact us by phone [01458 253682](tel:01458253682)  
Email [info@wilkinssafety.co.uk](mailto:info@wilkinssafety.co.uk) or via our [Facebook page](#) or by [Twitter](#)

**Now to the latest HSE cases:**

## *Two Dorset businesses fined for safety failings*



**Two Dorset companies have been fined after an employee was injured by an industrial vacuum at a waste treatment and energy recovery site in Bristol.**

The 53-year-old, from Bristol, who does not want to be named, was employed as an industrial cleaner to clean thermal treatment units at the Avonmouth site. On 5 August 2013 he agreed to help empty ash, a by-product of the thermal treatment process, from steel barrels using a specialist vacuum machine.

During the process, one of his colleagues used a fork lift truck to shake the vacuum to dislodge any remaining ash deposits from the filters. It came off the forks of the truck, overturned and struck the cleaner, trapping him underneath.

**He suffered a fractured back and two fractured ribs, and was unable to return to work for seven months.**

Bristol Magistrates' Court heard today (29 Jan) that **New Earth Solutions Group Ltd**, which runs the mechanical biological treatment facility, had commissioned an energy recovery facility next to the site.

During the design, build and commissioning phases, the new facility was under the control of **NEAT Technology Group Ltd**. When the site began operating, responsibility of the site was transferred to New Earth Solutions.

An investigation by the Health and Safety Executive (HSE) found that both NEAT Technology Group Ltd and New Earth Solutions Group Ltd failed to assess the risks associated with unblocking the vacuum filters and did not identify a safe system of work using appropriate equipment to unblock the machine. Both companies also failed to sufficiently train and instruct workers to unblock the filters safely and did not monitor or supervise the process.

**New Earth Solutions Group Ltd, of Ebblake Industrial Estate, Verwood, Dorset, was fined £14,000** and ordered to pay costs of **£1,241** after pleading guilty to breaching Section 3(1) of the Health and Safety at Work etc. Act 1974.

**NEAT Technology Group Ltd, of the same address, was fined £16,000** and ordered to pay costs of **£1,241** after also pleading guilty to the same breach of the same legislation

Speaking after the hearing, HSE Inspector Matthew Tyler said:

*"This incident highlights the importance of effectively controlling the risks associated with all work processes. This did not occur in this case, and the consequences could have been far more serious.*

*"This incident could have easily been avoided and the injured cleaner would not have been injured had both companies planned this work properly and provided with appropriate training and supervision."*

# *Suspended sentence for farming company director after elderly worker killed by bull*

A Staffordshire dairy farm director has been handed a four-month prison sentence, suspended for a year, after safety failings led to a 75-year-old worker being crushed by a bull.



Stock picture of a Holstein Friesian bull

James Leech, from Dunston Heath, Staffordshire, died in hospital nine days after he was rammed several times against a gate by a Holstein Friesian bull weighing around a tonne.

**Mr Leech suffered catastrophic crush injuries including fractured vertebrae, broken pelvis and ribs, punctured lung and lacerations/damage to his internal organs.**

Stafford Crown Court heard today (29 Jan) that on 9 July 2012 Mr Leech was moving cows and the bull into a cubicle shed at Dunston Dairy Farm, run by Betholt Ltd, of which Mr Mark Holt is a director.

After a colleague heard shouting, Mr Leech was found in a sitting position in the corner of the yard with the bull directly in front of him. Farm workers managed to get the bull away and secure the area.

HSE investigated the incident and served an Improvement Notice for **failing to carry out a suitable and sufficient assessment of the risks** to the safety of employees from handling cattle. The company subsequently carried out an assessment.

HSE found Betholt Ltd and Mr Holt had failed to plan against the risks posed by working with cattle which led to Mr Leech's death.

Mark Holt of Acton Hill Farm, Eccleshall, was sentenced to four months in prison, suspended for 12 months, and ordered to pay costs of £10,073 after admitting breaching Section 2(1) of the Health and Safety at Work etc Act 1974, and Regulation 3(1)(a) of the Management of Health and Safety at Work Regulations 1999.

Betholt Ltd of Winton House, Stoke Road, Stoke on Trent, was fined £133,333 and ordered to pay costs of £19,421 after admitting the same two breaches.

Speaking after the hearing, HSE inspector Wayne Owen said:

**“Mr Leech was exposed to the dangers posed by working at close quarters with large herd animals including a dairy bull, by a lack of planning and risk assessment by his employer.**

**“Mark Holt and his company, Betholt Ltd, have neglected their duties by not putting safety measures in place – this has ultimately led to an elderly worker losing his life in tragic circumstances.”**

**In 2013/14, 27 agricultural workers were killed at work.**

For further information about safety on farms contact us by phone [01458 253682](tel:01458253682) Email [info@wilkinssafety.co.uk](mailto:info@wilkinssafety.co.uk) or via our [Facebook page](#) or by [Twitter](#)

## Remember

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- the links we supply are FREE,
- the helpline advice is FREE.

If you find this newsletter service of use and you think others might also find it useful, then kindly pass it on and ask them to subscribe for free, so they can continue to receive it in their own right.

Also contact us if you have a particular health and safety subject or question you would like covered



If you have any queries on any health and safety matter, please contact Jon Wilkins on [01458 253682](tel:01458253682) or by email on [jon@wilkinssafety.co.uk](mailto:jon@wilkinssafety.co.uk)



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