Follow-up actions

Make a note of any actions identified and agreed during the VFL showing when the action will be complete.
Show separate actions (where necessary) for employees, the host/s and the director/senior manager carrying out the VFL.

Employees:

Host:

Director/Senior Manager:

When complete, this form should be given to the host within 24 hours of the VFL so that the host can provide feedback to the employees who were involved in the VFL discussions.

We're the faces behind the services the public use every day and we've been in the business of creating better places for nearly 100 years – it's our purpose and passion – and it's what drives us to keep improving our services every day.

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INVESTORS IN PEOPLE | Champion

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Target Zero: keeping people safe

Visible Felt Leadership – leading by example

'Keeping people safe, every day' is one of our corporate objectives.

One of the foundations for achieving this, is strong, active and committed leadership. This requires directors and senior managers to regularly and frequently engage with our employees demonstrating 'Visible Felt Leadership' (VFL).

VFL is a technique we use to praise and reinforce safe behaviours and to identify and modify unsafe practices and conditions. It is not an audit or inspection, but a constructive two-way dialogue that should always be conducted on an 'adult to adult' basis.

VFL, alongside our Zero Code seeks to instil a culture where unsafe acts and conditions are recognised and not accepted, with everyone proactively looking after the safety of themselves and those around them.

VFL is sufficiently important for Amey, that it is a main KPI for health and safety. Each Business Unit is measured on VFL performance.

Visible

Leaders of the business (directors and senior managers) being seen to willingly spend time with our employees to understand the risks faced on a day-to- day basis by our employees when delivering services to our customers.

Felt

Taking personal ownership of challenges and issues and seeing them through to resolution.

Leadership

Setting the right example for all our employees and ensuring that time is allocated to focus on safety.

Zero Code
LOOKING OUT FOR ME, YOU AND EVERYONE

Target Zero: keeping people safe

Conducting VFLs

- Explain you are there to understand what life is like for our employees and see the risks they face first hand
- Take time to observe the work being done, try and understand why our employees are doing what they are doing, remembering that conversation is a two-way process
- Praise good and safe behaviour and talk about the risks and what can be done to reduce them
- Use one or more of the four principles of Zero Code to help frame your conversation
- Remember, you are there to learn about the conditions people are working in
- Don't forget to thank people for sharing their views with you.

Provide feedback

- The VFL feedback form should be used to record noteworthy observations and actions
- It provides prompts and guidance, aligned to our Zero Code
- The form can be hand-written or typed and must be passed to the host within 24 hours of the VFL
- A copy should also be provided to the HSEQ team (at Business Unit or account level); the VFL will only be counted as complete if the form has been uploaded into Airsweb
- The host is responsible for ensuring that the employees who took part in the VFL are provided with immediate feedback and kept informed of any developments that arise.

Follow up of VFLs

The director or senior manager who carried out the VFL should make contact with the host no later than three months after the VFL to ensure that any agreed actions have been completed and that they have been effective.

VFL feedback form

VFL carried out by:	
Location of VFL:	
Host name/s:	
Date:	

Work observed and tasks performed

Director or senior manager to write a summary of the works being observed and of the specific tasks being performed by those employees engaged with during the VFL:

Try asking questions like these

- Have you heard about Zero Code?
- What do you think about the 'Shout Out Card'
- Have you had an experience where you could have used 'Shout Out'?
- What can we do better in safety?
- Are there any jobs that you think are difficult or dangerous?

Please remember you don't have to provide instant solutions or answers. The objective is to give people the chance to share their views and experience with you.

Ready to Go

- I will attend work, drive vehicles and operate equipment knowing that I am fit and well
- I will always make sure risks have been assessed and that I understand them
- I am clear on what my role is and the value I add to my team.

Kitted Out

- I will only use the tools and equipment provided and approved for the task
- I will only carry out tasks that I am trained and competent to do
- I will always wear the appropriate personal protective equipment for the job.

Stick to the Plan

- I will make sure I know and understand the plan
- I will always check that I am following processes and safe systems of work
- If things change I will re-assess and only start work again when it is safe to do so.

Stay Alert

- I will always make sure I am in the safest working position
- I will remain alert to what is happening around me and react accordingly to stay safe
- I will 'Shout Out!' if anything is unacceptable, to keep myself and others around me safe.

Other comments and observations

Further observations/comments/suggestions: