

Health and Safety Workshop 'Achieving Safety Excellence Together' Summary



The Major Projects Health and Safety Hub held its 8th conference on 3 December 2014 at the Wolverhampton Football Club – Molineux Stadium.

Attendance was exceptional with nearly 200 people going representing over 30 organisations.

The objective of the day was to welcome our new Collaborative Delivery Framework (CDF) partners, understand what we have achieved through collaboration and setting a health, safety and wellbeing vision for the future.

The morning comprised of presentations from Peter Adams (Major Projects Board Director) who clearly set the scene and ambition, an excellent case study from Steve Halls from Crossrail. Jeremy Bird (National Health and Safety Team) explained the challenges ahead. Duncan Elliott (Carillion), Lucy Wickham (Mouchel) and Dave Merrick (EM Highways) showed what our delivery partners have achieved. Finally Tony Turton explained the CDF and the opportunities we have to improve through collaborative leadership and behaviour.

We held a networking lunch. A total of 11 presenters held discussions at the tables on various collaborative Health and Safety initiatives and support available. The topics included Occupational Health, Behavioural Based Safety, Plant Person Interface, Health and Safety Laboratory, A14 Scheme, Independent Inspection, H&S Excellence Wheel, CITB National Skills Academy and the Road Worker Safety Forum. This novel approach proved effective if not a little noisy!!

The afternoon session was led by Nigel Heaton from Human Applications and explored our Health and Safety Vision. An imaginative ice breaker we called 'Risk Buckaroo' certainly prevented any post lunch lethargy.

A collaborative H&S Vision was identified followed by a session that identified what were the opportunities and threats to meeting it.

The final session involved a principle known as 'Nudge Theory' This involved writing down a personal safety commitment in the form of 'If I do this....' 'then this will be the result....'

Closing comments were expressed by Chris Taylor (Major Projects Divisional Director)

Judging by the feedback given on the day and positive comments written on the feedback forms, the event was a resounding success.

For more information on the Major Projects Hub Health & Safety Team follow the link;
<https://www.gov.uk/transport/motorways-major-roads>

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Vision Session Feedback

Question - What will define health, safety and wellbeing success in 5 years?

We all do our best to get everyone home safely and healthily every day.

Work smarter and safer, leave happier and healthier. We want to improve: work/life/health balance.

Everyone, everyday living safely

We want everyone to live safely every day

Driving safety home with healthy workers again today

We are getting people home safe every day

To demonstrate that the health, safety and wellbeing of people is first for the highways network

Our culture will embrace empowered challenge

Safety up rather than safety down – workforce and suppliers leading health and safety

Our people feel valued and empowered to collectively strive towards continuously improving safety outcomes

A thriving network built on a strong and collaborative safety culture

Empowered people collectively working to deliver health, safety and wellbeing excellence for all who work and travel on our network

We demand everyone lives safety every day

Be safe live well

Keeping everyone healthy on our roads

Shared responsibility for our health, safety and wellbeing

No one gets hurt as a result of our work and everyone goes home to their family in a better condition than at the start of the day

Preventing harm together

Everyone cares that we all go home in the same condition we arrived in

Health, safety and wellbeing of the individual will be regarded with equal status, all delivered as the first consideration

We want everybody totally safe every day

I will make sure my colleagues go home safe!

We will have thorough thought through whole life operations that save lives and ensures wellbeing for all

Safe behaviours for zero harm and improved health for all

Choices taken by people make roads the safest and healthiest place to be

Together we will protect everyone's right to go home safe and healthy every day

We continue to improve health and safety performance through collaboration for road works, road users and others affected by our activities.

We will construct and maintain the network with world class health, safety and wellbeing: where there are no deaths or life changing injuries

Together we will engender a culture which will eliminate all injuries and illnesses on our network (use or work on)

Whole life safety: Everyone has a part to play, health and safety is in our own hands and success is based on the choices we make. Please remember to stop and think before acting

Answer (combination of above)

Vision; 'Create a culture that is continually improving where the behaviour of everyone will deliver a healthy and safe environment allowing us all to get home safely every day'

SWOT of Created Vision

Vision (created on the day from vision session); 'Create a culture that is continually improving where the behaviour of everyone will deliver a healthy and safe environment allowing us all to get home safely every day'

Strengths

Major projects hub demonstrates good behaviours
Framework for health monitoring in place (to build on)
Willingness to work together within CDF to improve
Willingness to accept change to improve working together in CDF
CDF can bring experience from other sectors
There is an acceptance that we need to change
Positive culture of behavioural change within supply chain
Starting from a good place
HA with £15bn have leverage to improve subcontractor performance
We have an established collaborative culture
We have the ambition
We know where we are (current performance)
Open to sharing best practice (RtB 'best practice guidance')
Long term commitment to programme
Uniform Buy – In
'Zero Harm' approach
No reliance on the minimum standard
Professional interface with the public
Culture of continuous improvement
Collaboration has started – we're here
Proven H&S management systems
Existing behavioural change programme
Experience of lessons learnt
Safety leadership exists
Induction programmes
Setting expectations
Hub Groups – bran – consistency
Vision / AfZ
Consistency of message
Pockets of good practice
Knowledge and experience
Infrastructure (time on projects)
Processes and procedures
Commitment
Problem solving
Open (becoming)
Measuring
Planning and preparation
Training
Design
Genuine will to change, evolve and be better, safer and healthier
Strengths of what we do now – safety performance, improved collaboration, breaking down silos, continual improvement, desire to be better, improved behaviour, H&S focus, genuine will not to hurt or be hurt on a daily basis, common approach from all involved

Weaknesses

Poor communication – positive (we are continuously improving) / negative
Silo working – continuous improvement could be there if we worked more collaboratively
Competition vs collaboration – have we reached the crossroads
Insufficient reward/recognition for best practice and innovation and positive intervention
Insufficiently skilled workforce across the industry to deliver
We don't know what we don't know (international expertise / what does good look like)
Managing change is difficult
Lack of consistency
Master – slave top down culture
Method of cascading messages
Agreeing to unrealistic expectations
Inconsistent approaches
Not good at sharing lessons learned
Misaligned objectives
Lack of engagement with workforce
Mixed messages
We are very risk averse and don't like change
Lack of driver compliance
Behavioural and cultural working practices
Poor appreciation of the magnitude of working at risk
Do not deal with behaviour at site level or aim information at the workforce
Not enough experience / understanding of operation and maintenance requirements / challenges
Not good at using lessons learnt
HA metrics do not drive right behaviour
HA seen as negative rather than promoting/showcasing positives
We expect people to work long hours to get thing done with limited resources
Not good at communication and openness – improving but don't have a commitment culture embedded
We spend too much time looking back at what has happened rather than predicting and preventing future incidents
Not good at looking at health/work-life balance and wellbeing/stress management
Lack of ownership in some areas
ASC/MAC not engaged with designers
Silos
Wrong levers/drivers in contracts
Lack of quality data
Lack of trust
Safety not top of project agenda
“acceptance” and tolerance of too great of risk
Poor LHA relationships for diversion routes
Lack of knowledge of buildability and maintenance
Not sharing good case studies
Not defining what good looks like
Insufficient spend on public education and enforcement
Lack of trained operatives
Short termism
Preconceptions (reluctance to change)
Don't consider end user
Currently not aligned (different culture)
Lack of continuity
Poor communication
Don't share lessons learnt (HA and other sectors)
Inflexibility
Re-invent the wheel
Don't effectively share the lessons learnt

Opportunities

Imbedded learning
Implement learning
Capture best practice
Good practice alerts
Safety alerts to everyone
Improve occupational health
Sustained sharing
Opportunity to achieve the vision collaboratively by sharing and learning
Opportunity to improve how we engage with the public and have more influence on their behaviour
Opportunity to raise the baseline expectations of everyone
Opportunity to focus on health more
Attract a more diverse range of people into the industry by making it a safer and caring place to work
Career development opportunity for people interested in health and safety as a vocation
Opportunity to engage the supply chain in developing, defining and achieving the vision
Opportunity to benchmark and measure ourselves against other industries
Opportunity to use the CDF as a vehicle to achieve the vision
Opportunity to be ambitious with current changes to HA
Secondment of staff
Design / Contractor /Maintainer learning
Learning from contractors and each other
Trial new technologies and evaluate
Learn from others in framework
Education / Training / Development
Social media / advertising / targeted messaging
Better use of road space when under construction
Better planning
Share cross business – people / info / systems and their external bodies
Change for the better
Factor H&S performance into contract
More money
Focus on whole life
Increased collaboration
Chance to improve behaviours across supply chain
Increased communication between all tiers both up and down
Driver education
Use of technology to improve H&S and eliminate risk (continuous improvement)
Engagement of road users
Sharing of learning (continuous improvement)
Continuous improvement through programme management to allow consistency
Health and wellbeing on the same level as safety
Consistently high standard of culture to an industry leading standard
Long term teams (Longevity)
Continuity

Threats

Resources – To achieve workload, capacity / capability
Commercial / program / contract pressures (step change) HA business
Conflicts Priorities
No alignment – organisation levels
Threat – Behaviour, Culture – does not have equal buy in, Drivers – different management – worker
Customer: 1, visualisation, 2 can't see work, 3 work not valued, 4 driver behaviours
Process Governance: 1, acceleration, 2 monitor
Political change
Engineering / Process: asset – existing validation, design, change in design, change step change
Geographically disparate workforce
Lack of supply chain engagement
Apathy and lack of focus
Failure to design out risk/hazards
Skill shortage
Over legislation
Political pressure
Public perception of the industry
Conflict between serving the customer and H&S
Lack of buy-in
Limited influence over users
Complexity of parties involved. (Number of)
Availability of workforce
Keep doing what we've always done
Change of ministerial direction
Lack of focus on 'health' aspect of the vision
Time required to embed the change
Competing priorities
Stress due to size of the programme
Lack of leadership (not driven from the top – commitment seen)
New suppliers on framework
Complacency / fear
Resistance to change
Amount of change we are going through – change overload
Timetable for improvement – too fast?
Behaviour and attitude of road user
Willingness to make investment
Lack of understanding – education – culture different – language
Conflicting demands
Investment (willingness to make) – media campaigns to educate public
Growing workforce unfamiliar with high speed network
Silo working
Diversion – interventions of other legitimate issues
Lack of collaboration
Lack of leadership – directors and organisations is all stakeholders
General Public – educators more buy in
HA commercial approach limits collaboration and sharing
Visible leadership as we get busier
Commercial realities supersede behaviours
Loss of funding
Impact of road users so severely impacted by works that portfolio slows
People not willing to share / collaborate
Miss guided focus as one area at expense of another v.e. customer's vs safety of workers
Lack of leadership and effective organisational arrangements
Pace and scale of delivery overwhelm us and we don't take time to drive the H&S agenda
Education of how to attain (one belief)
Lack of focus/understanding on health issues – much bigger journey

Lack of people resources – All levels
Shortage of quality professionals
Lack of resources
Driver behaviour – risk taking – education
Poor stakeholder / customer engagement / education
We fail to organise ourselves in a way that gets the greatest contribution from HA, our partners and extended supply chain
We fail to empower partners and suppliers to lead the breadth of the agenda
We employ leaders who's behaviours don't match our aims and fail to address these leadership behaviours
Lack of buy-in from team
Mini completion drives wrong behaviours
Insufficient mechanisms to share
Lack of engagement with NDD supply chain to drive maintenance considerations in design as we all get busier
Lack of consideration of any aspect of concept/design/construction/operation/user interfaces – silo working
Supply chain buy-in is mixed
We are precious about sharing our H&S 'jewels'/initiatives freely
We think we are already good enough
Lack of common training themes across contractors
We cannot measure KPI's are blunt
Lack of directly employed operatives
Not enough young people/new ideas – mind set
Itinerant / sporadic workforce in national frameworks
Non-integrated approval to design/construct / maintain

Analysis

Strengths: 33% - stated a willingness to change, collaborate, ambition, openness, commitment, improvement
Weaknesses: 30%- stated a lack of consistency, alignment, ownership
25% - stated poor communications, lessons learnt, engagement
Opportunities: 50% - stated learning, sharing, communicating, engaging (including with road users)
Threats: 27% - cultural issues – lack of buy-in, silo working etc. Of these 20% stated lack of leadership
Other themes included a focus on health and competing/conflicting priorities and demands.

Failure to engage/involve NDD, or end users, was stated in both Weaknesses and Threats.

Health, Safety and Wellbeing 'Swap Shop'

We asked on the feedback forms for offers of help and also expertise/resource people were willing to share. These are tabulated below along with contact details so you can contact the relevant people.

Name	E-mail	Would like help on	Willing to share
Jim McNicholas	jim.mcnicholas@sbbjv.co.uk	Developments in Behavioural Safety	Collaborative Planning for safety on site operations.
Paul Hampson	Paul.Hampson@highways.gsi.gov.uk	Health and Safety psychology(?) work to understand why people behave in certain ways in certain situations	
Eamonn Colgan	Eamonn.Colgan@highways.gsi.gov.uk	Safety of major works on greenfield sites when compared with widening sites	Tunnel refurbishment projects
Sean McCallon	Sean.McCallion@hochtief.co.uk	The HA equivalent of the cross rail "SHELT"	BS11000 Accommodation/ lessons learnt from Hochthef & other sectors NR/Crossrail
Alistair Thompson	alastair.thompson@volkerfitzpatrick.co.uk		Our injury Free programme + managers to share what we have done in Volkerfitzpatrick
Phil Leng	phil.leng@grontmij.co.uk	Behavioural Safety and change	Design site Risk Assessment , Design Risk Management
James Haluch	James.Haluch@emhighways.co.uk	H&S Hub and relationship with maintenance/NDD	Network Management, ADS contracts, Zero carriageways crossings
Moreblessing Barker	Moreblessing.Barker@highways.gsi.gov.uk	Work like balance, see how organisations support worker	
Graham Steers	Graeme.Steers@ch2m.com	Application of the H&S Excellence wheel to projects in the design stages	
David Garton	Andrew.Walters@ch2m.com	Whole life cycle H&S performance indicators	Cross market facilitation with environment agency

Simon Duke	Simon.Duke@highways.gsi.gov.uk	Delivering the induction, skills database for all working on HA networks	Any aspects of H&S
Jacqui Allen	Jacqui.Allen@highways.gsi.gov.uk	Design for maintenance, we will have number of supplies (designers) and I need to ensure it is imbedded within the designs they develop	The innovative H&S schemes accepted by the schemes in MPN
Nick Boyle	nick.boyle@balfourbeatty.com	other	Safety by Design and Engineering Forum. I chair the forum and I am happy to share best practice/lessons learnt +innovations from across the sectors
Martin Potts	Martin.Potts@highways.gsi.gov.uk	Understanding what operator of road requires over life of asset	On anything I can bring to the conversation
John Pilkington	John.Pilkington@carillionplc.com		"Zone in " Plant Pedestrian Interface Sessions
Mark Neville	Mark.Neville@carillionplc.com	Acceptable working hours in safety critical roles	Road worker safety/Temporary Traffic Management
Claire Williams	claire.williams@humanapps.co.uk		Risk Management & Behavioural Safety
Julie Clay	julie.clay@skanska.co.uk		Sharing of best practice. I would be very willing to help in sharing The Vision
Olivier Colle	olivier.colle@vinci-construction.com	How to deal with stress, which people are under when asked to deliver something on time and on budget	
Ivan Marriott	Ivan.Marriott@highways.gsi.gov.uk	The monthly best practices identified by the HA H&S independence audits	
Nigel Fullham	NFullam@laingorourke.com	Behavioural Safety	Structures, Design for Manufacturing and assembly

Mohammed Swapan	Mohammed.Swapan@highways.gsi.gov.uk		Occupational Health - To ensure staff are not over worked and under stress
John Zownir	john.zownir@wspgroup.com	I would like to see an established mechanism for sharing good ideas from site to site	
Paul Nagra	Paul.Nagra@highways.gsi.gov.uk	With the expanded road programme how do we apply/inform H&S learning and practices across the programme?	
Kate Fairhall	Kate.Fairhall@arup.com		Behavioural safety (i.e. information on the BBS project for Customer Operations). Behavioural change and Collaboration
John Dixon	John.dixon@jacobs.com		Jacobs(ongoing) 7 year old journey implementing a culture of casing
Peter Whitfield	peter.whitfield@atkinsglobal.com	Easy guide to man hours and risk of building different things (bridge, retaining wall, gantry, Era etc.)- this will help designers understand better	
Derek Thornhill	peter.whitfield@atkinsglobal.com		Behavioural cultures changes though our internet training programme "STOP THINK"
Brendan Kelleher	Brendan.Kelleher@jacobs.com		Asbestos incusing Asbestos in soil
Kelly Beesley	Kelly.Beesley@morrisonconstruction.co.uk	By positive feedback from HA about project positives not just negatives	I offer to support & encourage, challenge, "the norm" during working practices
Mark Bridges	Mark.Bridges3@Carillionplc.com		Anything I can help with- I am easy
Lizzie Pauling	Lizzie.Paulinh@highway.gsi.gov.uk	Supporting the health/workplace balance of the workplace	

Amy Williams	Amy.Wiliams@highways.gsi.gov.uk	Consideration of whole risk i.e.) if we close the motorway to work it is safer for road worker but will increase risks on local roads	
Glennan Blackmore	glennan.blackmore@skanska.co.uk	The pack of cards that can be used as an engagement tool	I offer to support & encourage, challenge, "the norm" during working practices
Duncan Aspin	duncan.aspin@kier.co.uk	Lean safety & information on the safety Hubs and how to get involved	Behavioural Safety, support the Hubs. Happy to support Chris Taylors request on forming a small group to drive the agenda forward
Stephen White	Stephen.White@hochtief.co.uk		Support Chris Taylor. (MP Divisional Director) to achieve his plan on moving the agenda forward
Eamonn Slevin	Eamonn.Slevin@costain.com	The agencies view on wellbeing	
David Pilsworth	David.Pilsworth@highways.gsi.gov.uk	Deleting some the temporary signs for fixed tapers signs layout	
John Sneddon	John.Sneddon@ch2m.com	What leadership within HA are doing to communicate to industry as a whole- are they talking to other industries?	Best practice, vision and strategy to the wider community
Richard Craig	richard.craig@atkinsglobal.com	A3 sheets that many of the lunchtime presenters were using - could these be circulated please	I have committed to delivering a draft revising the bar document on designing TM
Taj Sangha	Tajinda.Sanagha@highways.gsi.gov.uk	Health and wellbeing	A11 & A14 Kettering has learning
Steve Hall	Steve.Hall@interserve.com	H&S Hub - Be included on mailing list. Details of the H&S excellence wheel	Our Behaviour safety culture change programme

Jamie Harrison	Jamie.harrison@osborne.co.uk	The HUB and either involvement and/or more consistent feedback of information & good practice & ability to contribute	Good practice from experience of the M25 community with Connect Plus
Stephen Ellis	steve.ellis@mottmac.com	What are the risks/hazards in maintaining a road?	How designers are working to improve designing our risk
Phil Clifton	phil.clifton@balfourbeatty.com	More visibility of the work done in the Hub buy the H&S Team- Particularly trends across the work streams	BB plant people interface training
Steve Mathews	Steve.matthews@wspgroup.com		Collaborative working already used on HA, NSD frameworks
Anthony Mills	Anthony.Mills@krouse.co.uk		Plant Training, Civils
Chris Taylor	Chris.Taylor@highways.gsi.gov.uk	How we best organise ourselves (HA, Partners) to progress this agenda	HA's construction +maintenance strategy
Andrew Theobald	Andrew.Theobald@mottmac.com	Understanding when/ how accidents at the network are occurring to the workforce and to communicate aback to design teams	Safety in design
Iain Candlish	iain.candlish@wspgroup.com		CBM and design for maintenance road/walker safety
Steve Beattie	Steve.beattie@kier.co.uk	Becoming part of the Safety Action Group	Safety systems/ performance on Crossrail fro a kier perspective
Ken Simmonds	Ken.Simmonds@highways.gsi.gov.uk		Best Practice H&S measures across my portfolio of projects
Gavin McKeivitt	GavinMcKeivitt@sisk.co.uk	Health initiatives	
Wayne Howell	Wayne.Howell@interserve.com	How HA manage safety across NDD, MP and Netserve worlds	What interserve does and how we do it

John Bourne	John.Borune@highways.gsi.gov.uk	How DP's can proactively share their H&S best practice?- Better visibility or H&S team agenda and delivery Hub, H&S team initiatives	Regional support, advice on forthcoming H&S initiatives or opportunities to trial
Paul Bracegirdle	paul.bracegirdle@urs.com	What happened to Chris Taylor, H&S workstream focusing on where we will be in 5 -10 years time?	Our URS Roads H&S advisor has agreed to join H&S group!
David Roffe	David.Roffe@emhighways.co.uk	Working on a wider NDD & MP- Sharing projects & lessons learnt	HSMS, OHH, TM & HTMA workings- Task N Finish Groups
Janice Allen	Janice.Allen2@highways.gsi.gov.uk	Will the HA find H&S Qualifications	
Darren Dobson	ian.dobson@aecom.com	Already made contact and exchanged numbers to assist in improving TM safety	All SHE improvement initiatives during construction phase
Peter Symondson	Peter.Symondson@mottmac.com	Current good worker safety best practice	I run MOTTs safety advisory service- open to all
Odetola Oluwole	Odetola.Oluwole@highways.gsi.gov.uk	Accident reporting	
Hari Kulathumani	Hari.Kulathumani@highways.gsi.gov.uk	Health & wellbeing information to office staff	Any project related to H&S including best practices as a couple of schemes are starting on site in the new year
Axel Kappeler	axel.kappeler@mouchel.com	Driver behaviour, changing behaviour ,new HA H&S structure, roles and responsibilities	Safety on smart motorways
W M Kinson	will.kinson@osborne.co.uk	The HA thoughts use of constructing better health and will they become this vehicle used by the HA rather than companies occupational health providers	Behavioural safety programmes

Tony Turton	Tony.Turton@highways.gsi.gov.uk	Health	Collaboration
Dave Hill	Dave.Hill@balfourbeatty.com		People, plant interface - "Zone in " training
Richard Green Morgan	Richard.GreenMorgan@morgansindall.com	Sharing of best practice	Health monitoring/ safety Leadership, happy to help Chris Taylor
Bob Tootell	Bob.Tootell@morgansindall.com	Reducing duplication in reporting and recording of injuries, incidents and near misses. (i.e. onto multiple databases)	Safety infrastructure (components) on smart motorway schemes
Lucy Wickham	Lucy.Wickham@mouchel.com		Safety risk governance and hazard assessment
Neil Taylor	neil.taylor@highways.gsi.gov.uk		Any of the HA - H&S processes or procedures
Chris Hayward	Chris.Hayward@arup.com		CDM coordination/ principle designer duties, OHSAS/8001 Audits, strategic H&S advice
Mark Davies	Mark.Davies@mottmac.com	Opportunities & Innovations	Opportunities & Innovations
Richard Stuart	richard.stuart@costain.com	I'd like to find out more about the "3 Ambers" philosophy from shell	Working safely & team engagement on accelerated delivery smart motorways
Tim Goodard	Tim.Goddard@mouchel.com	Assisting in initiatives to combine the maintenance community & Major Projects to provide design for maintenance	
Rob Edwards	Rob.Edwards@highways.gsi.gov.uk		Site H&S initiatives
Brian Gash	Brian.Gash@highways.gsi.gov.uk	Developing skills on collaborative behaviours within the workplace	The knowledge that I will learn
Sandie Forte-Gill	Sandie.Forte-Gill@highways.gsi.gov.uk	The H&S activities of the Hub shared with HA, PMs and staff directly rather than via the supply chain	Practical application of HA, H&S processes & guidance from a HA Contract Managers perspective

Jon Horrocks	jon.horrocks@arup.com		" A consultants view" on H&S culture
Russell Wallis	russell.wallis@highways.gsi.gov.uk		Hub working back-- Looking forward. Approval by delivery i.e. how the HA asked to organise delivery going forward
Jason Letts	jason.letts@highways.gsi.gov.uk	The role on the Hub	A14C2M Project safety
Richard Hemingway	richard.hemmingway@skanska.co.uk		Plant safety and training
Richard Turnbull	richard.turnbull@bbcel.co.uk	Changing behaviour	Road widening from a contractors perspective
Paul Ellis	Paul.Ellis@BAMNuttall.co.uk	Plant/person interface group	We have shown the what does it take video with the community and on keen to promote it further with tier 2&3 suppliers
Nick Balsdon	Nick.Balston@highways.gov.uk	Developing a CIC (controls replacement Cycle) for HA (one agency)- on going	Anything H&S related, Intelligence, driving continual improvement
Paviter Singh Phull	Pav.Singh@mouchel.com	Whole Asset Health Safety. The new HA "CDF" TAG groups. The new HA, H&S Director vision mission. How can I help to make a difference with HA team	1. CDM Services, Smart Highways H&S /CDM working with Hub team. 2. Will contact Chris Taylor to assist with implementation of standard process across HA

HEALTH AND SAFETY WORKSHOP No 8

***“Achieving Safety
Excellence Together”***

STOP AND THINK!

DOMESTICS



STOP AND THINK!

Situations and solutions

- There are boards around the venue with “temptation” statements
- Using a pen, link one or two (max) “temptation” statements to one or two solutions
- One temptation linked to one solution
- For example, to link:
 - “If I am tempted to undertake unsafe acts”
 - “Then I will always think about the consequences and work safely”
- Draw a line. If a line already exists, put a tick above the line

Evaluation sheet

If... Then

- The workshop evaluation sheet includes space for your If...Then statement.
- These will be recorded and emailed back to you

Collaboration

- What have you got to share / what help do you need

I would like information, help or support on:

I am willing to share information, advice or support regarding:

Time	Title of presentation	Presenter
0930-1000	Registration	
1000 - 1010	Welcome	Facilitator – Nigel Heaton
WHY ?		
1010 - 1035	Highways Agency Keynote Address	Peter Adams
1035 - 1100	Case Study – Crossrail	Steve Crofts - Crossrail
1100 - 1125	Highways Agency – Current and Future Challenges for Health and Safety Management on the Strategic Road Network	Jeremy Bird NHST
1125 – 1150	Our Partners – Collaboration from our suppliers perspective (Design, Build, Operate)	Lucy Wickham, Duncan Elliott, Dave Merrick
1150 - 1215	CDF – Collaborative approach and behaviours	Tony Turton
WHAT ?		
1215 - 1320	Networking Lunch / Poster Presentations – An opportunity to hear about a selection of collaborative H&S initiatives and support available. Please select up to 2 from list.	See timetable on reverse
HOW ?		
1320 - 1545	Collaborative Workshop – What is our vision ?, SWOT, Personal commitment. Objectives; Practice working together, individuals take something away to do, message for leaders to act on.	Facilitator (Nigel Heaton, Dave Ackerley)
1545 - 1600	Closing Comments	Facilitator, Chris Taylor
1600 - 1700	Optional Stadium Tour (First come, 30 people)	

Introduction

Aim of the day

- “Effective health, safety and welfare is about leadership. If you don’t lead, they won’t follow”
- We want you to leave this workshop and go back and make a difference

Outline of the day

Morning session

- Presentations aimed at sharing best practice and stimulating thinking

Lunch

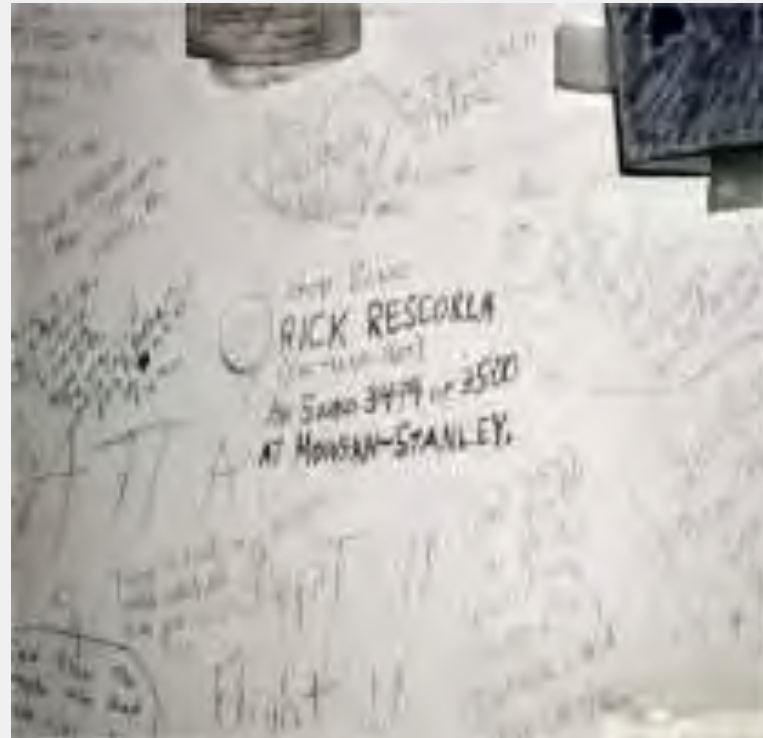
- Networking and the market stalls

Afternoon

- Devising the vision
- SWOT the vision
- Making a personal commitment

Safety Moment

3494



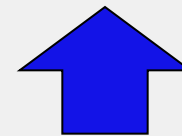
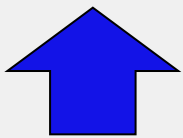
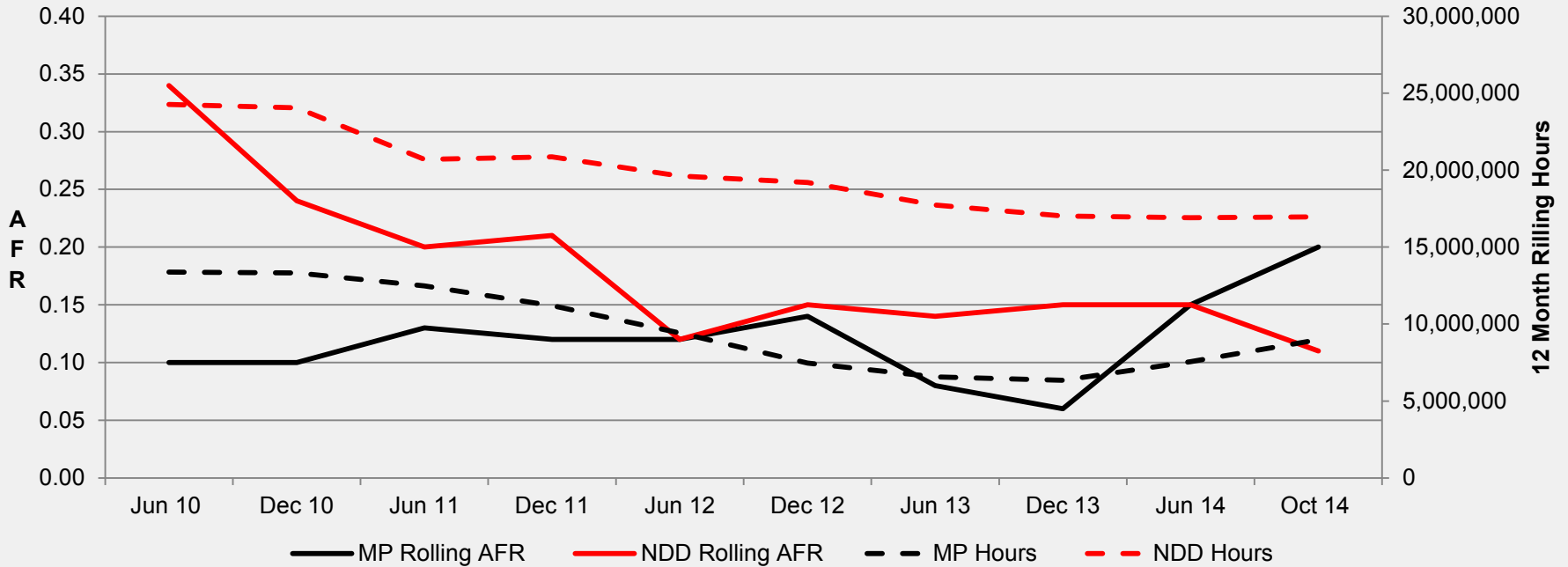
Peter Adams

Construction & Maintenance
Health & Safety Overview

December 2014

STOP AND THINK!

MP NDD Accident Frequency Rate & Hours Worked



Principals Group
PM H&S Tours
Regional Forums
H&S Toolkit
H&S Alerts

Aiming for Zero
CMS
RWS
Independent Audit
BP Workshops

Excellence Wheel
Commitment Cards
Behavioural Standard
Health Standard

Hub H&S Group
Leadership
Requirements
Monthly Briefing
Raising The Bar

Delivery Support
Officers

CMS Refresh
CDF Award

Recent Incidents



M1 – J39-42

Long reach excavator travelling through the site within the central reserve discharged 11kv from overhead cables – no injuries

Tebay on the M6 – Area13

Bridge deck refurbishment scheme. Temporary works failure during a hydro-demolition, 8 tonne concrete beam within working area – no injuries

M25 – Section 5

Three people seriously injured within the works, one with life changing injuries, when an articulated lorry came through the works striking them.

A46 – Area 7

While clearing large stones from carriageway edge, passing driver lost control of vehicle, rear of the vehicle hitting one of the maintenance team. Sustaining severe injuries.

M25 – Section 2

Volumetric mixer truck overturned whilst negotiating curved off slip. Tragically the injuries sustained by the driver of the mixer were fatal.

A14 – Kettering

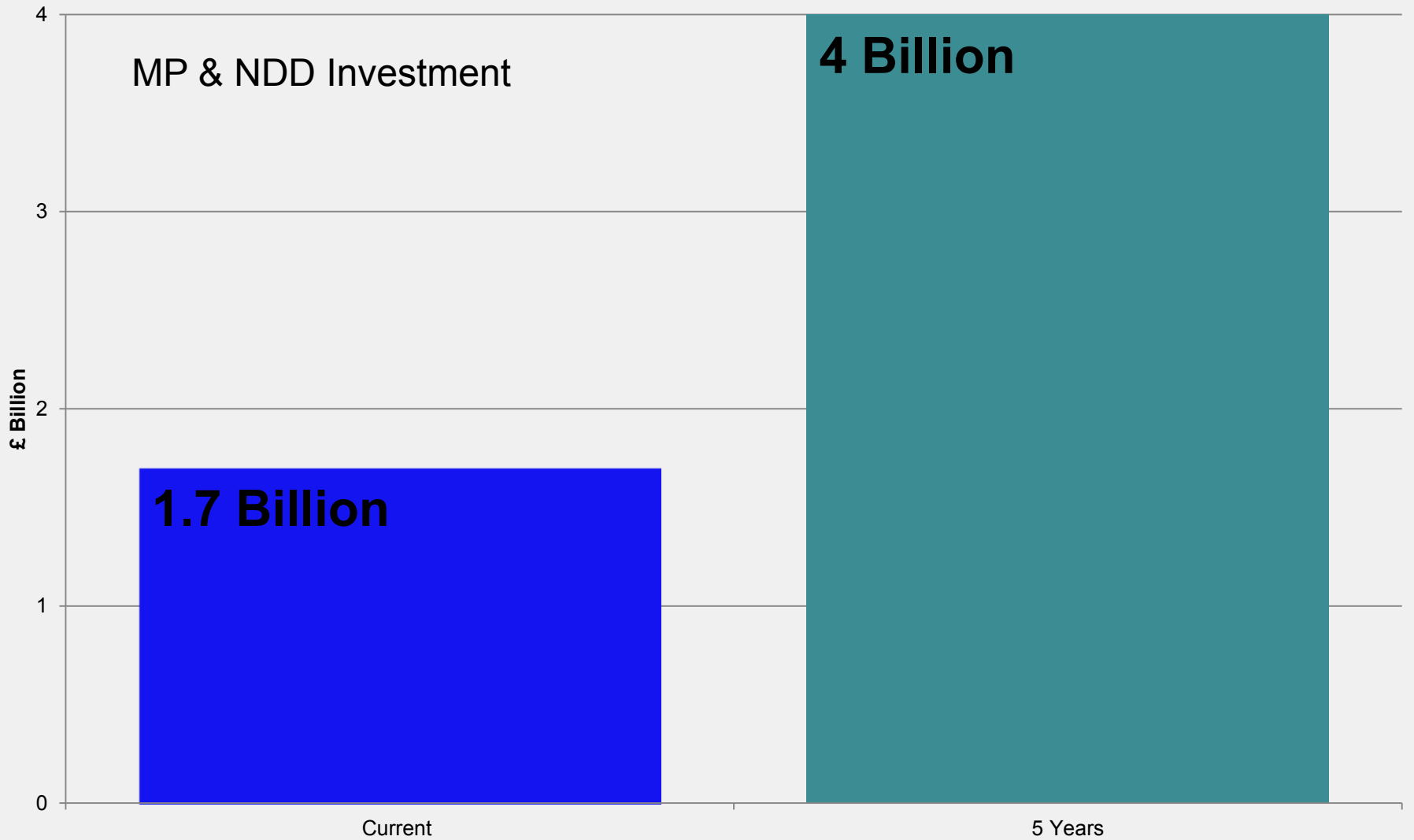
A banks man was struck by a 6t forward tipping dumper truck sustaining severe injuries..

A14 – Cambridge to Huntingdon

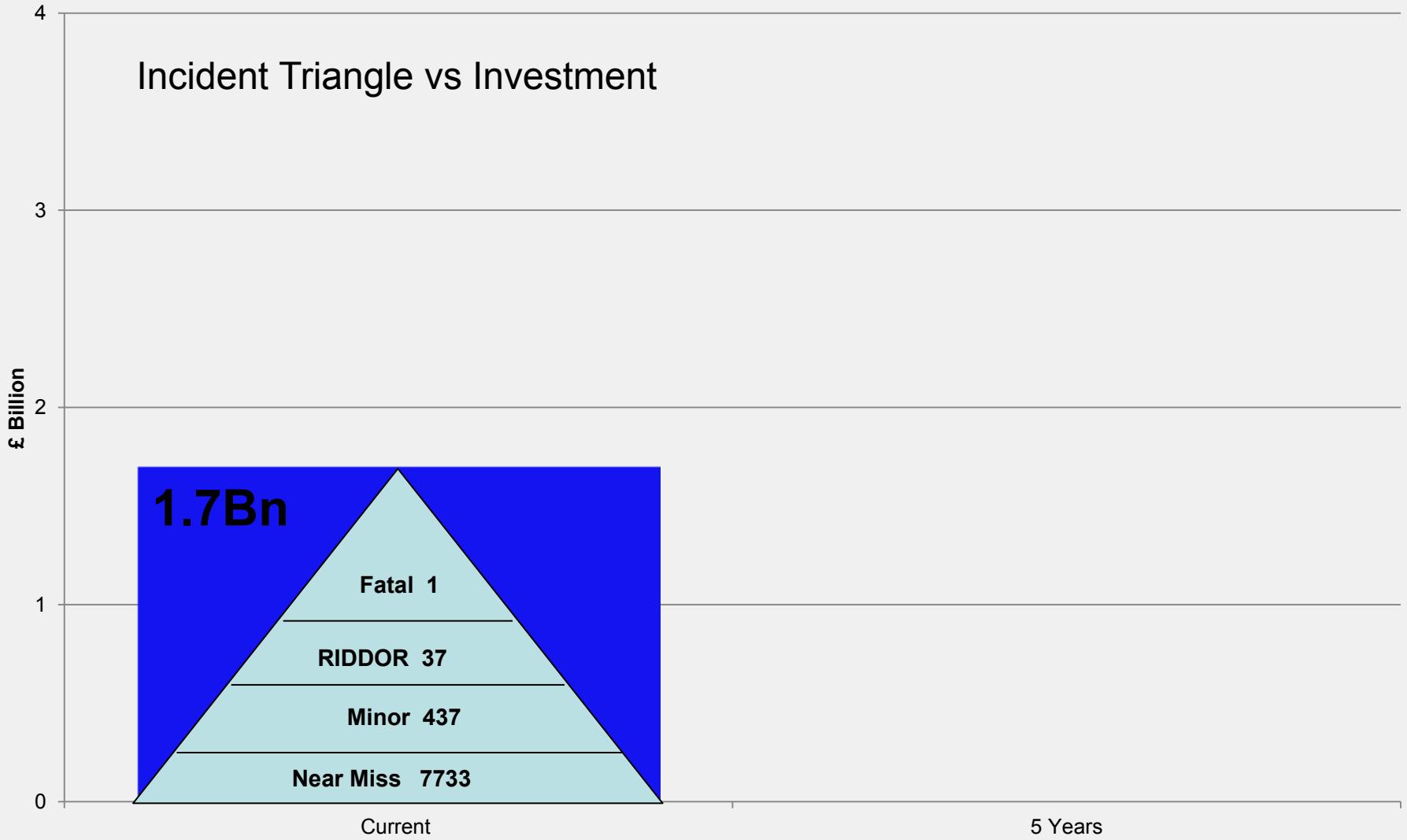
A drillers assistant was struck on the head by a wrench attached to drill casing sustaining severe injury.

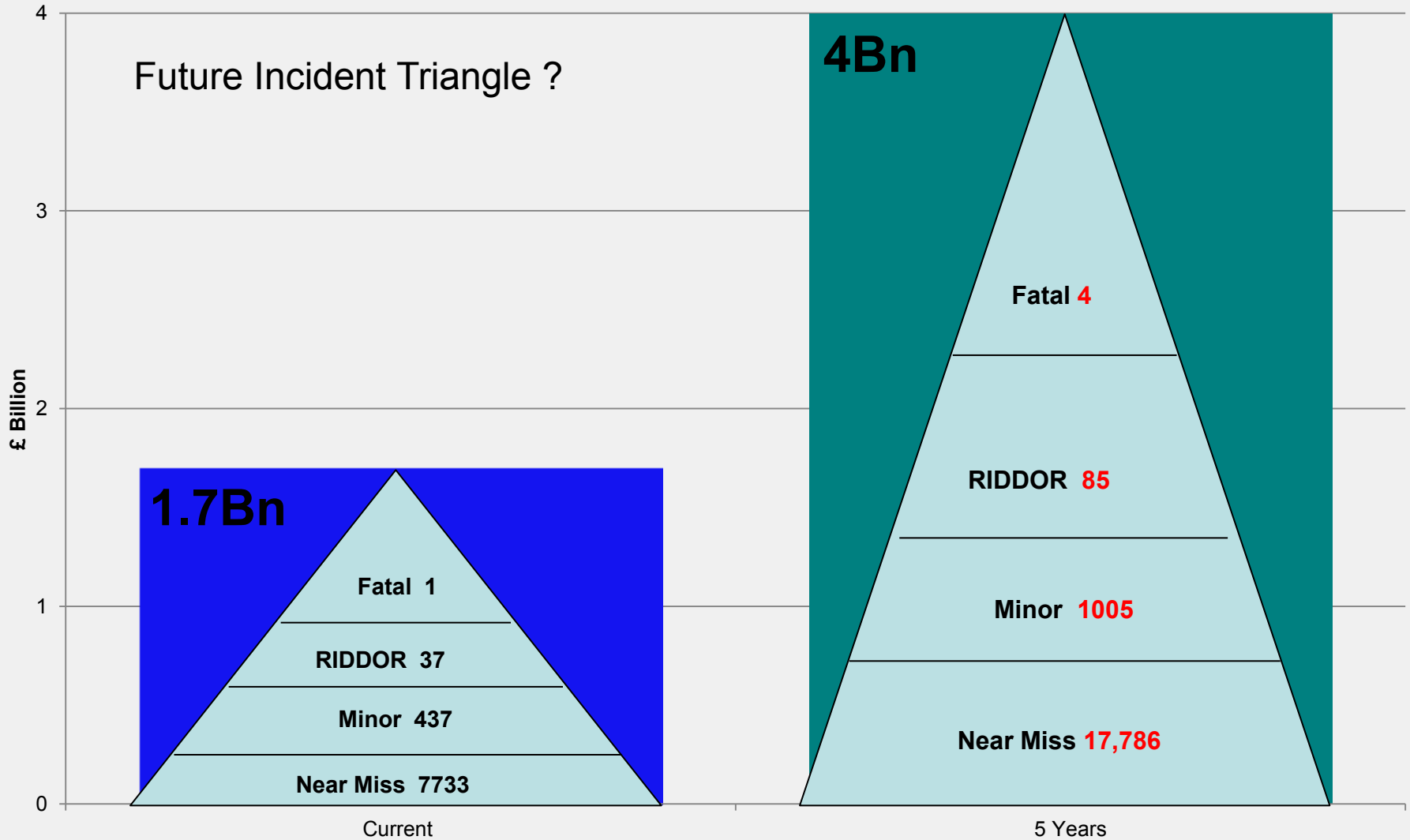
WHY WE MUST IMPROVE !





Incident Triangle vs Investment





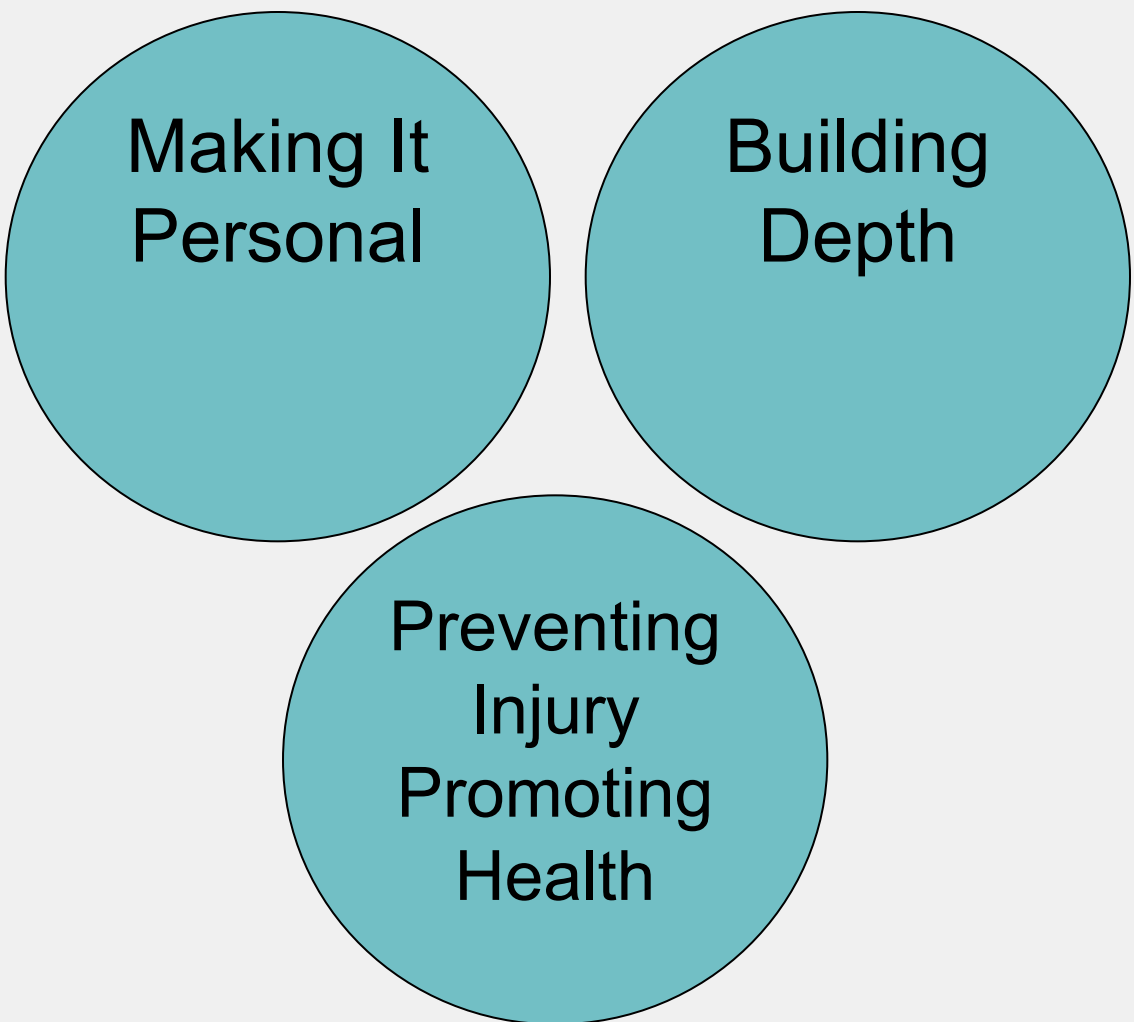
Vision

‘Our aim is that as an employer, designer and leading client, nobody comes to harm as a result of their work for us’.

Status

- The things that have got us to our current level of performance are not the same things that will get us to a significantly improved level of performance
- Our internal H&S culture lags that of our supply chain; behavioural safety is an essential part of our future journey, utilise common HA approach, linked to change programme and leadership agenda
- Need to be clearer on our H&S role & responsibilities as client and those of the supply chain, and where we can collaborate
- Elimination of exposure to risk must be our priority in all stages of the decision making and solution development. We need to understand the residual risks and be relentless in reducing and controlling them.

Our Leadership Values



Making It
Personal

Building
Depth

Preventing
Injury
Promoting
Health

Our Challenges



CASE STUDY

STEVE CROFTS CROSSRAIL

STOP AND THINK!

◀ Health and Safety Improvement, through Collaboration and Leadership

◀ Steve Crofts: H&S Improvement Manager



Introducing Crossrail



£14.8bn

10 NEW STATIONS

21 BOROUGHES

40 CONNECTIONS

1.5M COMMUTERS

42BN BENEFIT



Europe's Largest Infrastructure Project – We Are Halfway there (video)

◀ Introducing Crossrail



Halfway there video

Duration: 5min 32sec

<http://youtu.be/kmRC0YIIaS4>

Europe's Largest Infrastructure Project – We Are Halfway there (video)

◀ Our Structure



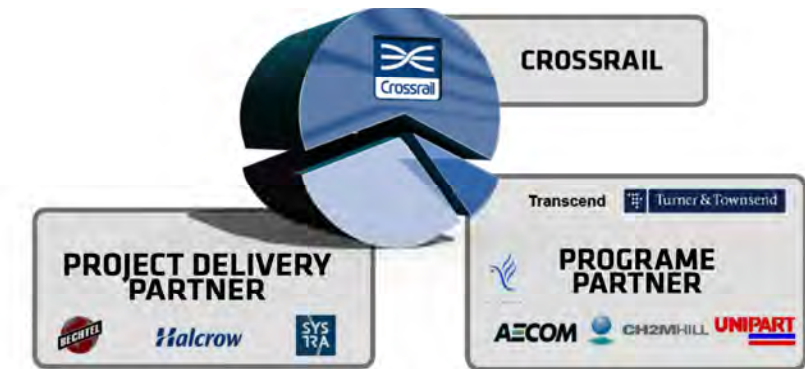
◀ Sponsors



◀ Partners and supply chain



◀ Client organisation



◀ High Level of Political Interest



◀ Our Values - Collaboration



VALUES AND BEHAVIOURS FOR EVERYONE WORKING ON CROSSRAIL

If you work on Crossrail, we expect you to demonstrate all of the behaviours for each value. Identify the areas you want to focus on and create a plan for yourself on the final page.

SAFETY	INSPIRATION	COLLABORATION	INTEGRITY	RESPECT
We put safety first	It's in our power to change things for the better	We're stronger together	We keep our promises	We treat people as we'd like to be treated
Understand what you must do to put safety first in your workplace and make sure that you do it.	Think creatively about how you and your team can reduce waste and achieve your goals more cost effectively.	Understand how other people on the programme depend on your work and how you perform it.	Do what you say you will do, right first time. If there's a problem you can't solve, tell the people who depend upon you.	Respect colleagues and members of the public and consider how they're affected by what you say and do.
If something is unsafe, don't leave it to others - take personal responsibility for making it safe.	Support and encourage team mates who suggest ideas for you and your team to improve your work.	Communicate clearly and openly with your workmates including those from a different team or employer.	Spend every £ as if it were your own and speak up if you see time, money or resources being wasted.	Appreciate and include teammates who have a different background and viewpoint from you.
Always look out for ways to improve health and safety in your workplace.	Respond positively to changes in your area and work to make them successful.	If there is a conflict at work, find a solution in the overall best interests of Crossrail.	Consider how the quality of your work will affect what people think about Crossrail, both now and in the future.	Understand that everyone on the project shares common values and works towards the same goals.



◀ The Six Pillars of H&S - Leadership



Health and Safety activities are divided into Six Target Zero pillars namely:

- ◀ Leadership and Behaviour
- ◀ Designing for Health and Safety
- ◀ Communication
- ◀ Workplace Health
- ◀ Workplace Safety
- ◀ Performance Improvement



◀ Collaboration and Leadership



- ◀ Collaborative forums
- ◀ Visible leadership
- ◀ Consistent, coordinated initiatives
- ◀ Combined incident reporting and communication
- ◀ Collaborative monitoring of performance
- ◀ Sharing best practice



◀ Safety & Health Leadership Team (SHELT)



The SHELT provides the collective leadership, to positively influence the H&S culture and behaviour across the project, achieving a collective belief, that all accidents and injuries are preventable.

The Vision - to ensure world class H&S performance for Crossrail and set the standard for the wider construction industry.

The Mission - to drive the delivery of the Vision through empowering those engaged on Crossrail and creating a sense of pride in what is being achieved.



◀ Principle Contractor Forum



- ◀ Held Biannually.
- ◀ Made up of PC H&S Managers and Advisers.
- ◀ Agenda set by and meeting chaired by PC.
- ◀ Share lessons learnt and best practice across the programme.
- ◀ Medium for communication of H&S initiatives.



◀ Serious Incident Event Review (SIER)



- ◀ Joint review of serious incidents by CRL and PC
- ◀ Includes assessment of cause, immediate actions and follow up actions.

Serious Incident Event Review

Date: 10.06.14
Contractor & Subcontractor: C305
Contract Name/Number: Paco Gonzalez
Time: [blank]
Location: [blank]
RVO Incident No: 3306401
DSIV: [blank]
Incident Type: Lev 2 LTI
Severity Index: [blank]

Incident Description:
Gantry Crane 1 surface area. A Slinger/Signaller (Injured Person - IP) lost his footing and experienced pain in his right foot with swelling. The IP was sent to hospital for further assessment. Update: The IP has aggravated an existing injury. This has now become a lost time injury. The IP is expected not to return to work for a number of weeks.

Add photo / diagram here

Serious Incident Event Review

Date: 18.06.14
Contractor & Subcontractor: C801
Contract Name/Number: Ewan Barr
Time: [blank]
Location: [blank]
RVO Incident No: 3237043
DSIV: BK IV
Incident Type: Moorgate
Severity Index: Lev 2

Incident Description:
During the concrete pour for the blinding level in the shaft an individual received concrete burns when his Wellington boots became damaged at some stage causing a small slit in the boot which allowed an ingress of cementitious water to the boot. The incident was reported late on the 22/5. The injured person attended site on the 19/5 and left to seek further medical attention. They had a scheduled rest day on the 20/5 due to working a full weekend, then attended site on the 21/5 (when the incident came to light) and then was absent from work on the 22/5 after the wound caused further pain.

Add photo / diagram here



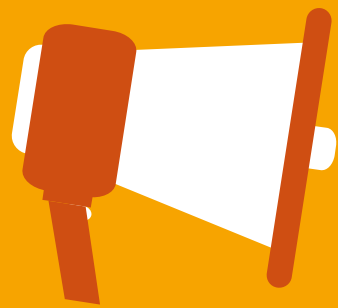
◀ Stepping Up Week



13th-17th October 2014

MOVING LONDON FORWARD





Have Your Say It Matters

It's here!

We always strive to improve our health and safety performance, but this cannot happen without everyone's feedback and ideas.

Have Your Say Survey open from 18 August to 5 September

To complete the survey, visit www.yougov.com/crossrail or look out for paper copies on site.
Contact your local Health and Safety Team or email targetzero@crossrail.co.uk for more information.



← GOLDEN RULES →



Our Golden Rules are designed to create a safe working environment. Read them, understand them, and put safety at the centre of your day.

Always:

- assess the risks
- produce and comply with a safe system of work
- expect the workplace to change and control new risks as they occur
- communicate the risks and explain the safe system to the frontline workforce
- ensure work is adequately supervised, and carried out by a competent workforce
- maintain a tidy workplace
- use the correct tools, equipment and PPE
- stop work immediately if you think it is unsafe report all incidents, near-misses and unsafe situations, and support those who do

Driving

Never drive or operate vehicles or plant:

- unless you are authorised and medically fit to do so
- unless it is fit for purpose and in a safe state of repair
- above the limits set for speed, weight and overhead restriction
- where the risk of hitting pedestrians or operatives is not controlled

Lifting

Never:

- lift unsecured loads
- exceed the operating limits of any piece of lifting equipment
- use any piece of lifting equipment unless appropriately tested and inspected
- lift unless the ground/foundation has been assessed or designed
- stand or walk under a suspended load

Working at height

Never work at height

- if there are safer alternatives
- unless you are protected by a solid barrier or, where this is not possible, a harness
- unless all materials, tools and equipment are safely secured and prevented from falling

Sprayed concrete works

Never:

- visit a tunnel under construction unless you absolutely have to
- stand under "open ground" as material can fall from the face and bench – not just from overhead
- stand under freshly sprayed (green) shotcrete
- stand or walk in a driver's blind-spot

Electrics

Never work on energy or electrical systems unless an authorised person has:

- Isolated, discharged and locked off the system and tested it to prove it is safe
- issued a Permit to Work stating that the work is safe to proceed

Confined spaces

Never enter a confined space:

- if there are safer alternatives
- unless you are medically fit and trained to do so
- unless the air within the space has been tested and declared safe or unless the safe system of work specifically describes measures for maintaining safe breathable air
- unless an emergency plan and system is in place
- without a Permit to Work recording that the work is safe to proceed

Breaking ground

Never undertake digging, excavation or ground breaking activities unless:

- a survey of the area has been completed to identify all risks and structures in the ground
- a Permit to Work is in place recording that the work is safe to proceed
- controls are in place to ensure that the ground will not collapse during the work

MOVING SAFETY FORWARD

◀ Incident reporting



Combined incident reporting

- ◀ Web based.
- ◀ Centrally controlled.
- ◀ All incidents / observations captures.
- ◀ Custom reporting solutions.
- ◀ Training facilitation.
- ◀ Includes, KPI returns, Audit trails and Information / Alert sharing.



◀ Integrated issue of alerts



HEALTH & SAFETY ALERT
Thwaites 6th Swivel
 Date: 29th Oct

HEALTH & SAFETY ALERT
Driving Risks Increase as the Clocks
 Date: 24th October 2014

HEALTH & SAFETY ALERT
Industrial Action - Fire E
 Date: 27th October 2014

HEALTH & SAFETY ALERT
Safe Working on High Voltage
 Date: 31st October 2014

HEALTH & SAFETY ALERT
Electrocution associated with Lighting Tower
 Date: 4th November 2014

MOVING FORWARD
 MFL/NC LONDON FORWARD

◀ Monitoring Contractor Performance



Audit

Verification

Inspection

**Contractor
Assurance**

Validation

**Assurance
Checks**

Observation

◀ Monitoring Contractor Performance



**Leading
Indicators**

**Contractor
Performance
(HSPI)**

Gateway



◀ The Six Pillars of H&S



Health and Safety activities are divided into Six Target Zero pillars namely:

- ◀ Leadership and Behaviour
- ◀ Designing for Health and Safety
- ◀ Communication
- ◀ Workplace Health
- ◀ Workplace Safety
- ◀ Performance Improvement



◀ Gateway



- ◀ Gateway, our health and safety assessment scheme, encourages good practice and innovation on site as well as a chance to share ideas and learning.



◀ Health and Safety Performance Index (HSPI)



HSPI measures contractor performance against identified leading indicators within the six Target Zero pillars and combines these with the Gateway score.

The contractor is awarded an HSPI for each pillar and an overall HSPI.

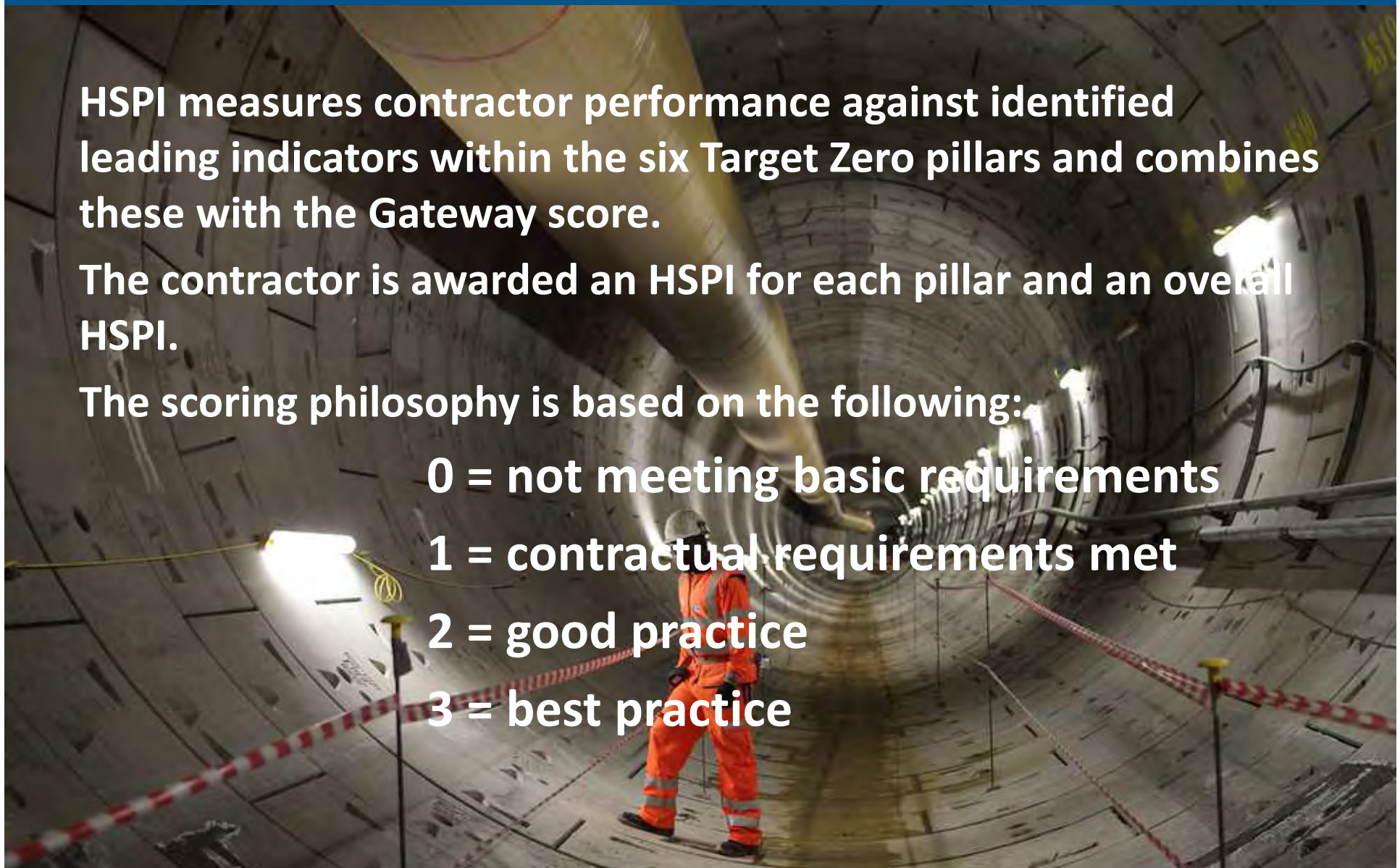
The scoring philosophy is based on the following:

0 = not meeting basic requirements

1 = contractual requirements met

2 = good practice

3 = best practice

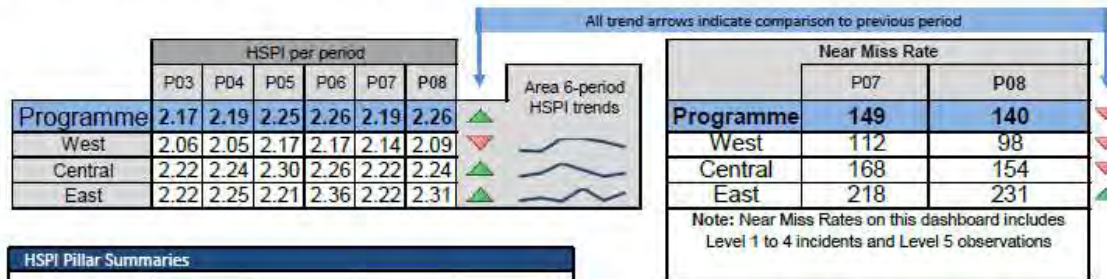


Programme Dashboards



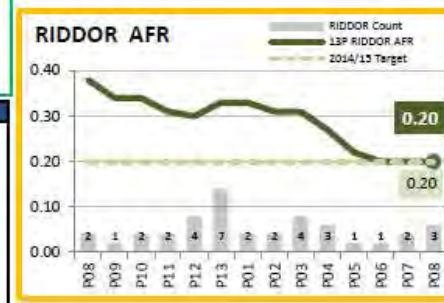
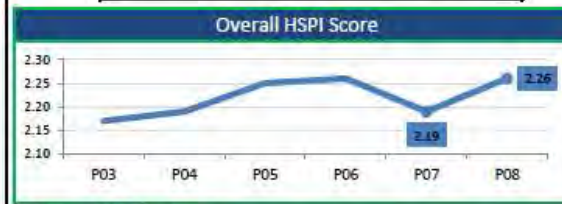
Programme Dashboard (Level 1)

2014/15-P08



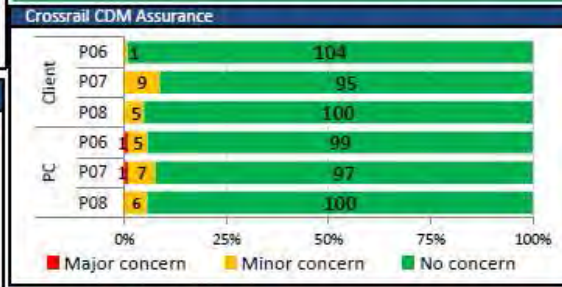
HSPI Pillar Summaries

	West	Central	East	Programme
Overall	2.09	2.24	2.31	2.26
Pillar 1	2.22	2.21	2.43	2.26
Pillar 2	2.24	2.42	2.39	2.44
Pillar 3	2.11	2.30	2.44	2.32
Pillar 4	1.90	2.20	2.30	2.23
Pillar 5	1.99	2.13	2.11	2.13
Pillar 6	2.07	2.01	2.23	2.22



Crossrail Health and Safety Audits

	BS6164			Permits to Work			Site Arrangements for maintaining a safe working environment			Occupational Health		
	CAR	Imp.	BP	CAR	Imp.	BP	CAR	Imp.	BP	CAR	Imp.	BP
	1				1							
					1							
								3				
							1	2				
							1		3		2	



← Gateway – Best Practice Sharing



Gateway Inspiration

BEST PRACTICE INFORMATION
Sprayed Concrete Lining

BFK recognise the importance of maintaining that will deliver a quality job on time with develop and encourage their staff to excel has been developed for its operational SCL

Meet's sprayed concrete lining logbook

On completion of SCL works evidence of competence and future employers with credit logbook can also be used in

Gateway Inspiration

GATEWAY INSPIRATION

CSO1 - Empowerment of Individuals in Safety Leadership Roles

Beyond Zero is the Behavioural safety process used by BAM Nuttal. The joint venture with the Construction of CSO1 (BAM) use it to drive messages that are in keeping with Crossrail's Target Zero ethos of promoting excellence and getting every one home safely

All CSOs (Supervisor, Kar James, and Craig James, who are both BAM Nuttal employees, (Supervisor and Operative) are passionate about 'Beyond Zero' and all that it represents.

They have both been engaged with the process since it began in 2009 and joined the training team to help implement the 'Beyond Zero' culture throughout the organisation.

Using members of the workforce as trainers, allows the Beyond Zero message to be championed by site operatives who are on the job site. This often makes it easier to engage operatives who tend to 'buy into' the Health and Safety message delivered by one of their own.

For more information regarding the pillars coming from Green (Euan.Green@luc.co.uk) and Craig James (C.James@bambattal.co.uk)

MOVING LONDON FORWARD

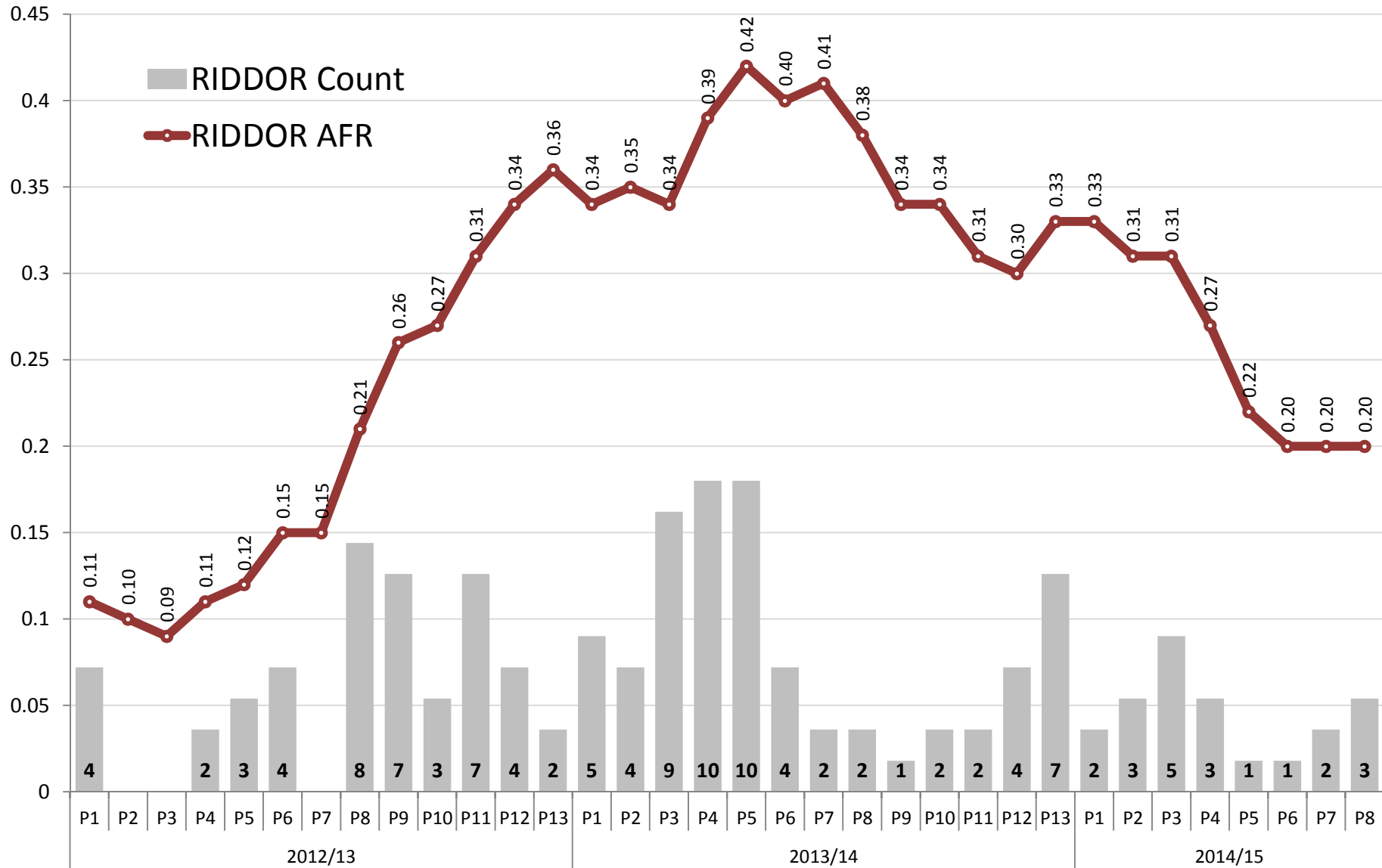
Target Zero

◀ Best Practice Guides



Production of 'Best Practice Guides' ensures comprehensive communication of 'best in class' approach across entire programme, as well as leaving a lasting legacy.

◀ Is our approach working?

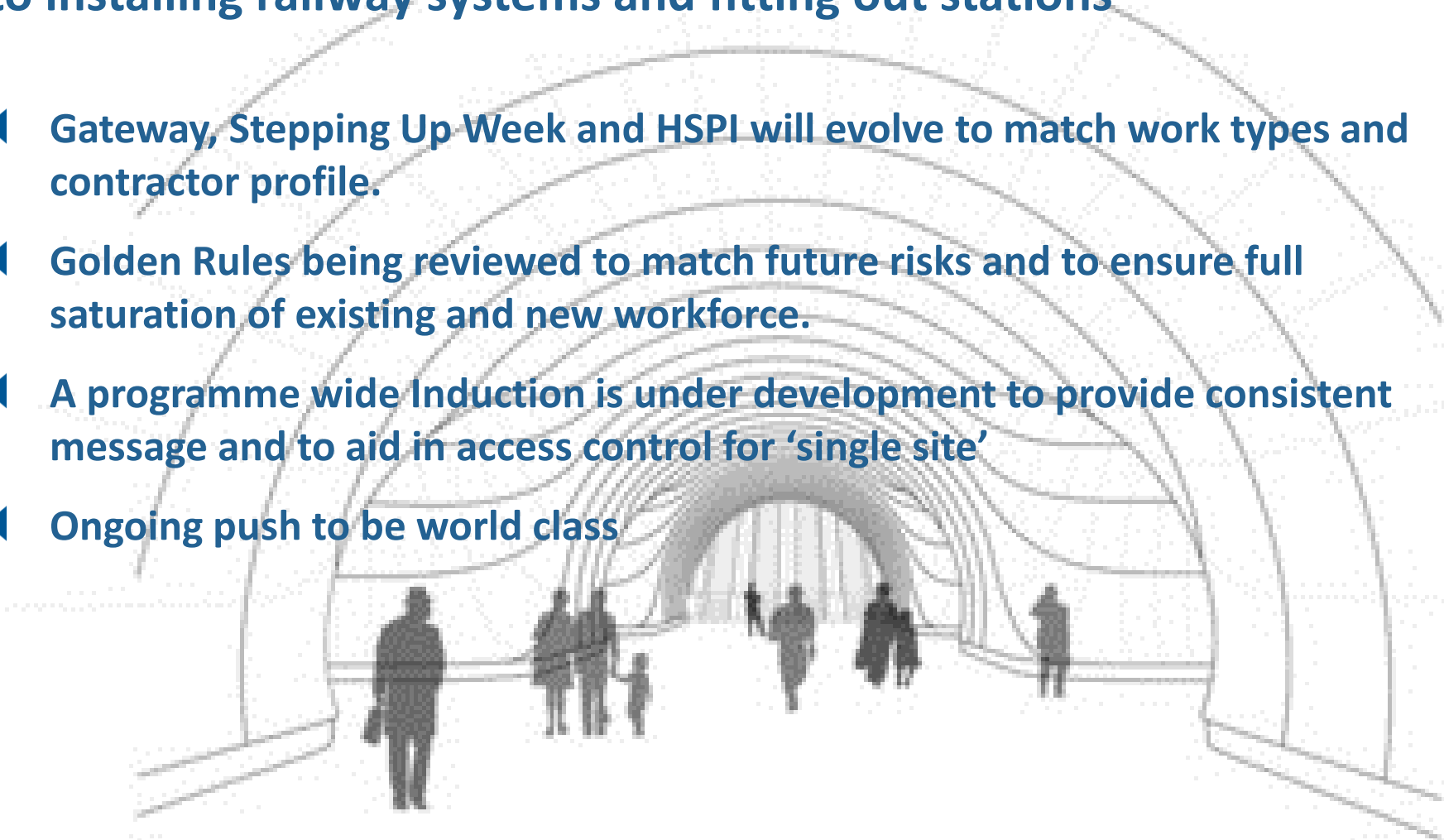


◀ What next?



We're half way, Larger Civil works coming to an end with a switch to installing railway systems and fitting out stations

- ◀ **Gateway, Stepping Up Week and HSPI will evolve to match work types and contractor profile.**
- ◀ **Golden Rules being reviewed to match future risks and to ensure full saturation of existing and new workforce.**
- ◀ **A programme wide Induction is under development to provide consistent message and to aid in access control for 'single site'**
- ◀ **Ongoing push to be world class**



◀ Crossrail: Moving H&S Forward



HIGHWAYS AGENCY

NATIONAL HEALTH AND SAFETY TEAM

JEREMY BIRD

STOP AND THINK!

Current and Future Challenges for Health and Safety Management on the Strategic Road Network

Jeremy Bird – Senior Advisor (Health and Safety)

On behalf of the Highways Agency

The Highways Agency (HA) – the future?

The challenge faced is to make best use of the network and also to plan ahead to help the economy grow

Road Minister John Hayes announced an investment in the SRN by 2021 comprising:-

- 900+ lane miles of extra capacity to our busiest motorways
- 60 national road projects subject to value for money and deliverability
- investing more than @£12 billion in maintaining our network, including over £6 billion to resurface over 3,000 miles of the strategic road network
- tackling some of the most notorious and longstanding road hot spots.

The Highways Agency (HA) – the future?

Implications for the HA:-

- Increased road user risk
- Increased road/construction worker risk
- Increased TOS risk
- Increased customer focus
- Efficient budgetary management

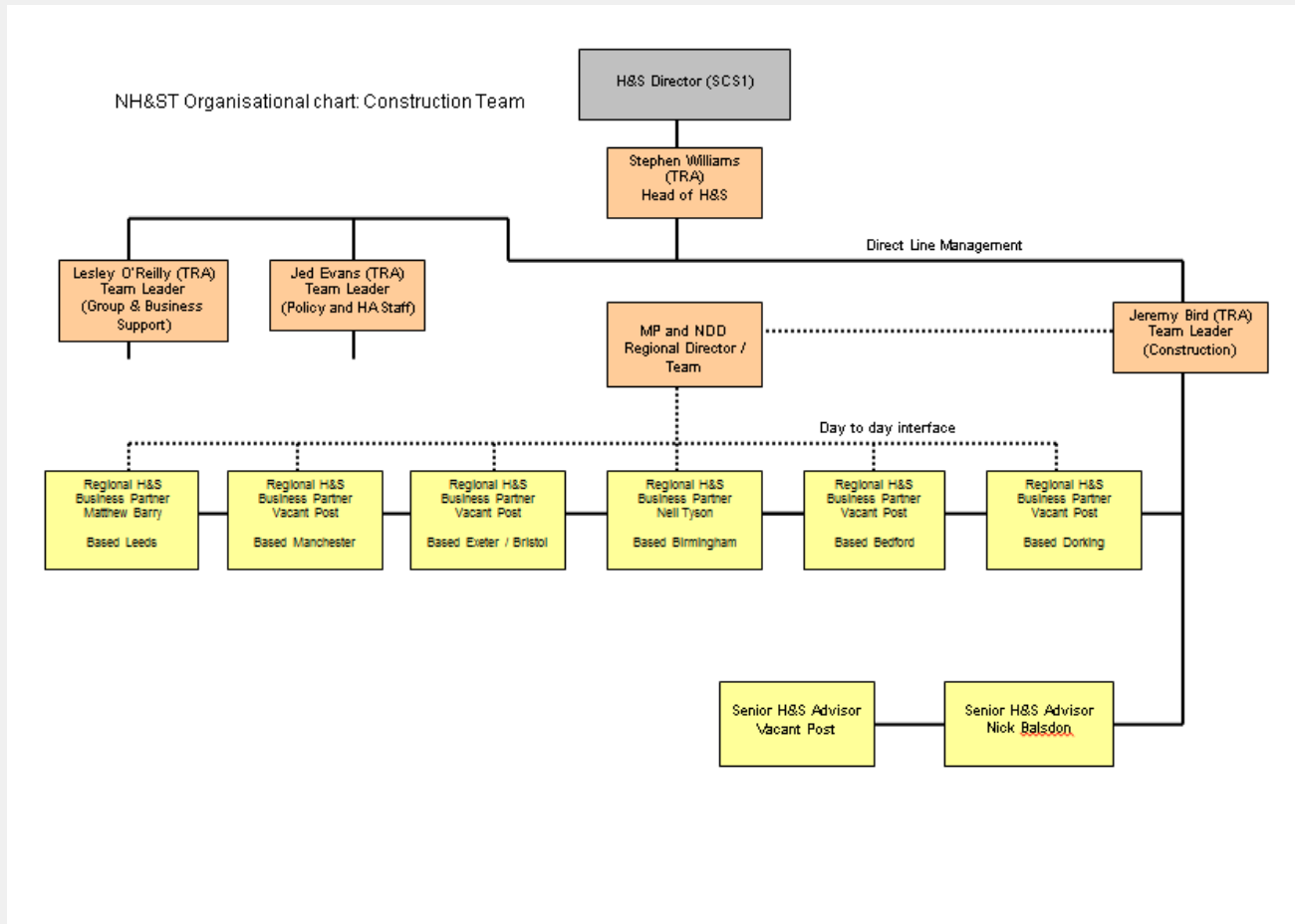
The Highways Agency (HA) – the future?

Delivery Model enablers:-

- NewCo
- Transformation
- Lean Processes
- Customer Service focus
- Intelligent Client

However the HA has in-house expertise and capability – we employ GOOD people

Construction Team Structure



Independent Audit Refresh

Changes/Improvements:-

- New inspection to replace the audit
- Focus now on management of High Risks and collection of Best Practice
- Better assurance of key risks
- Scoring replaced by Non-Conformances and Observations (Good & Bad)
- Can be used for any size of project and at any stage (better for NDD)
- Aligns directly to implementation of Raising the Bar
- More concise reporting
- Focus on closing out actions



Imagine doing your job here

**RESPECT OUR
ROAD WORKERS**

THINK

So why is health and safety important?

In the period 2007-2014

10 Fatal Injuries

(5 Road Worker, 4 Construction Worker & 1 TO)

165 Major Injuries

(40 Road Worker, 125 Construction Worker)

Intelligent Client – Health and Safety Hub

Raising Our Game through good relationships



Intelligent Client – Health and Safety Hub

The Overarching Objectives

- Raising standards to a higher level
- Identifying and adopting the best practice
- Sharing and learning from each other
- Improve the levels of engagement with our supply chain

Raising the Bar guidance published



But accidents are still happening!



Construction and Maintenance Strategy

Aim:

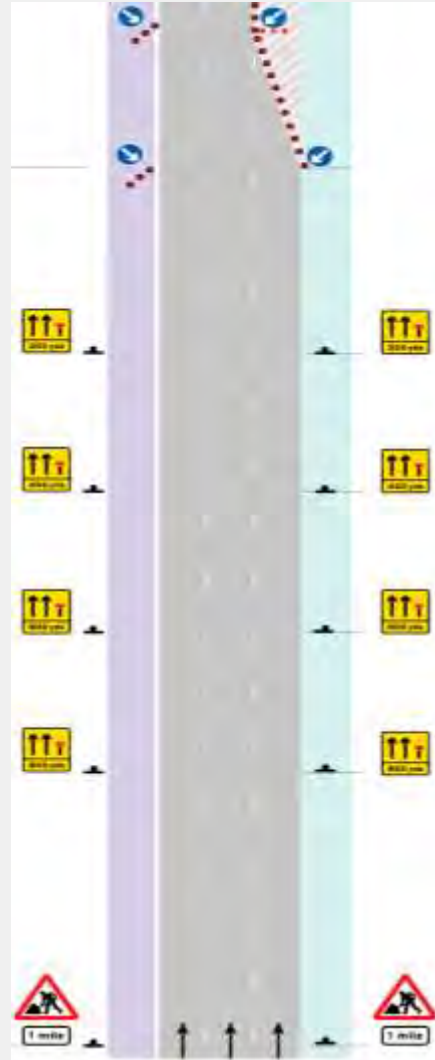
- To drive H&S improvement through intelligence led decision making.

Objectives:

- Review and revise the performance measurement process in NDD and MP:
 - Ensure a 'One Agency' & 'One Team' approach
 - Build a clear link between the MP/NDD continual H&S improvement cycles and performance measurement
 - Improve the use of lead measures and introduce OH

Road Worker Safety Projects

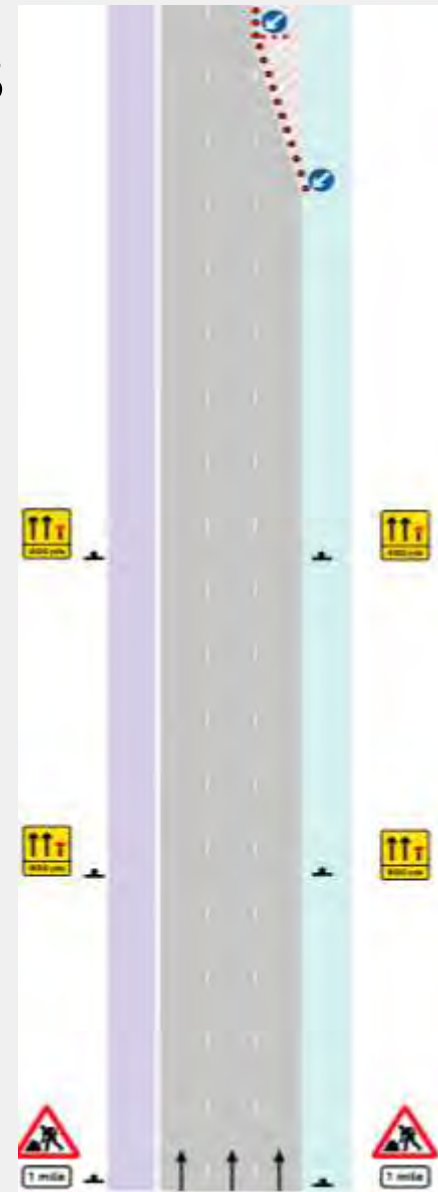
**Standard Chapter 8
Temporary Traffic
Management Layout**



**Risk to road workers
and road users +
road crossings**

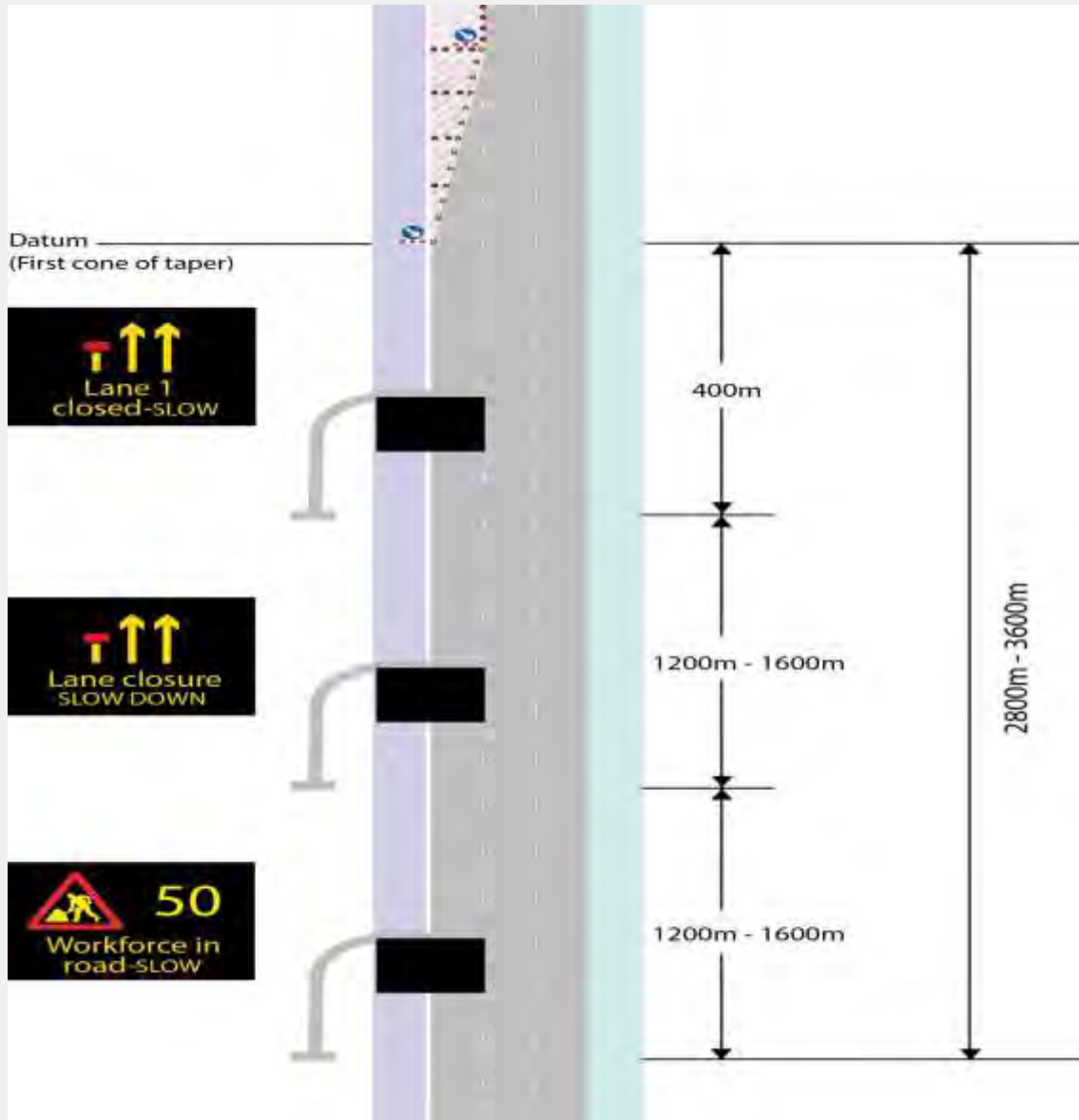
Road Worker Safety Projects

- Omission of 200 & 600 yard “Wicket Signs”
 - Reduction in carriageway crossings = 40%
 - c. 2.5 Million carriageway crossings saved since Dec 2011
- Guidance for Works on Hard Shoulder
- Alternative taper entry
 - 31 cones versus 51 (@ 33% time saving)



Use of **Variable Signs & Signals** to warn of Road Works on **Managed Motorways**





- Use of **Variable Signs & Signals**

- Advance warning of Road Works on **Managed Motorways**

Design for Maintenance and Whole Life Safety

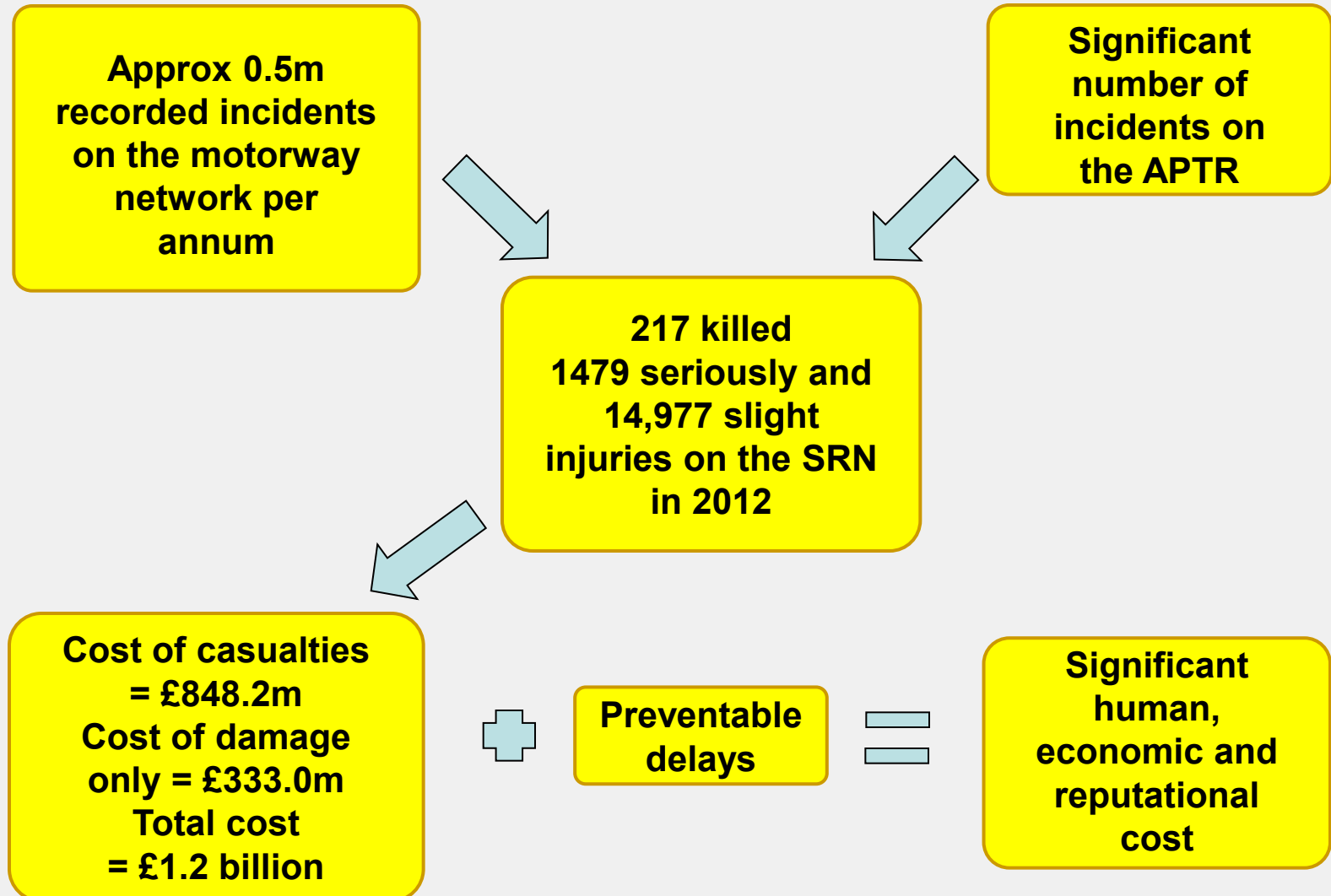
- Designers to treat unique circumstances on their merits:-
 - design so that maintenance interventions are minimised
 - design so when maintenance is required it can be carried out safely
 - consider innovative thinking to make maintenance safer



Design for Maintenance and Whole Life Safety

- For all schemes, a '*Maintenance and Repair Strategy Statement*' must be prepared
- The '*Statement*' requires designers to engage with the CDM-C and maintenance providers at an early stage
- It is intended that the '*Statement*' identifies the less obvious or higher risk maintenance activities

Delivering the Vision for Road Safety



Delivering the Vision for Road Safety

VISION - No-one should be killed or seriously injured on our network

STRATEGY - Incidents and mistakes should be prevented, but if they do occur their impact should be minimised

GOAL - We will achieve year on year reductions in casualties across our network

NON-MOTORISED USERS

ROAD USERS



ROADWORKERS



Safety Road Management

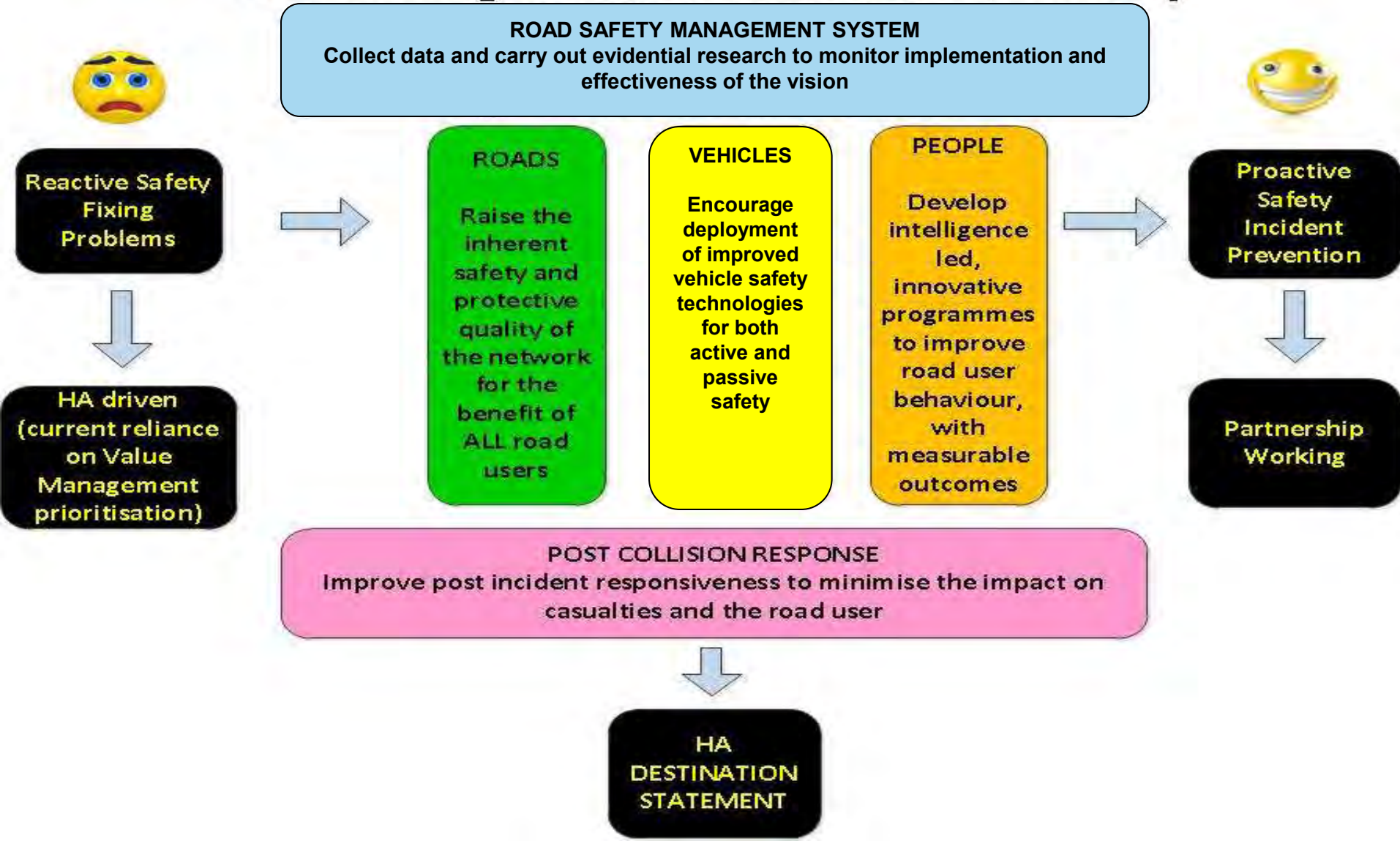
Road

Vehicles

People

Post-Collision Response

Delivering the Vision for Road Safety



Our Partners

Collaboration from our suppliers perspective

“Achieving Safety Excellence Together”

Duncan Elliott

Lucy Wickham

Dave Merrick

Introduction & Thank you

- Our presentation
- The background to our work

H&S collaboration - What have we done from a DP perspective?

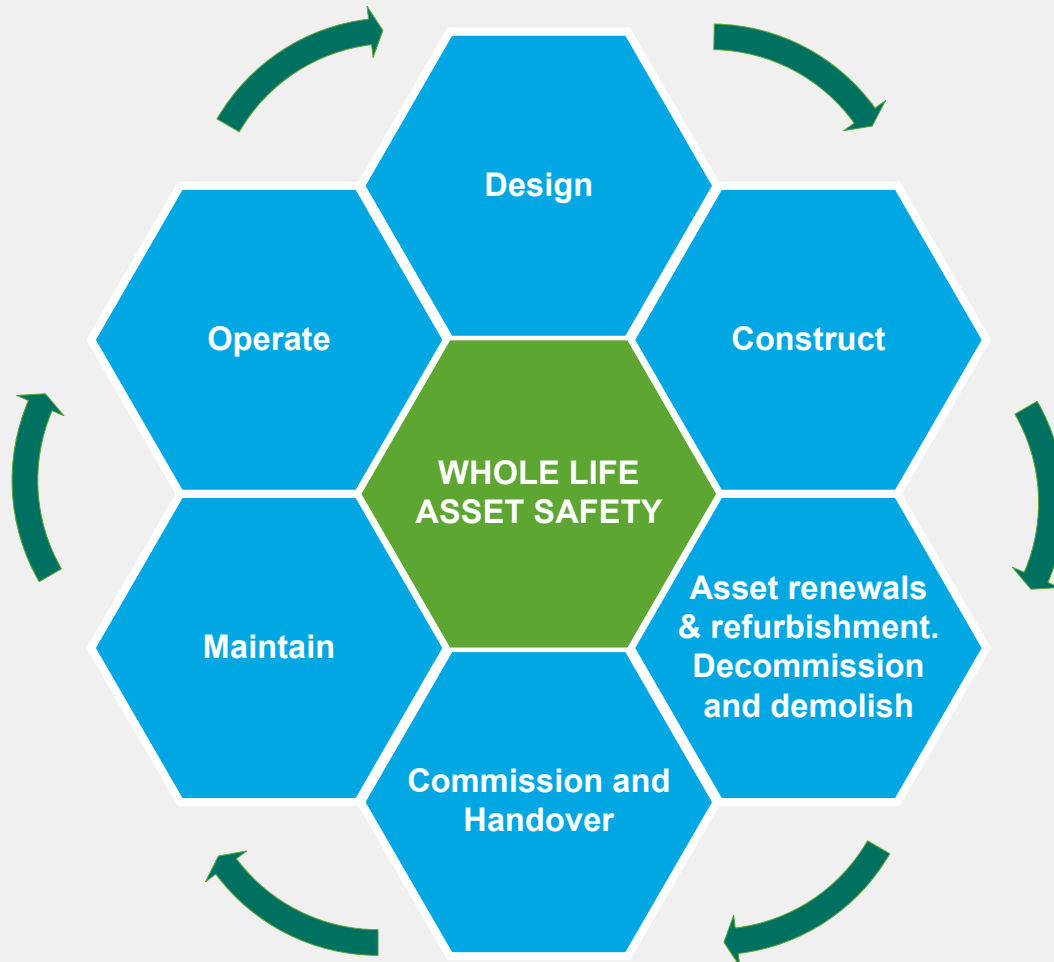
- Through the Delivery Hub we created the DP H&S Action Group
 - We had a committed team that wanted to make a difference
 - Established a very clear plan & delivered against it
 - We took the best and raised the bar
- We grew the team and communication over time
 - 6 to 26 over 2.5 years [All HA/DP's & Designers]
- We pushed our thinking and ambition – boots to behaviour
- How?
 - We grew
 - We shared
 - We put the effort in
 - We delivered the plan
 - Formal communications to the MP team from Peter Adams
 - Performance measured delivery

What has collaboration achieved from a **DP** perspective?

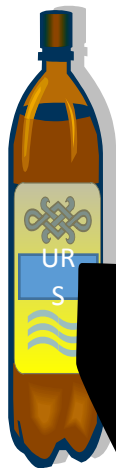
- Open dialogue
- The highest degrees of engagement amongst the community
- Teams talking, people talking
- Interactive visits
- Improved working practices
- Safer sites
- Consistency

Created Relationships

H&S collaboration - What have we done from a **Designer** perspective?



The Collaboration Cocktail



VAL

UE



What's the challenge for us going forward?

- Taking stock of the good work done to establish an even better way forward across the HA sector
- Embedding our approach across the HA
- Staying committed and making this work
- Making sure the right people are engaged
- Thorough communication across the business

Key messages to take away

- Put the effort in and succeed
- Be committed and remain committed
- Exceptional Engagement
- Clear plans
- Clear consistent communication – one message

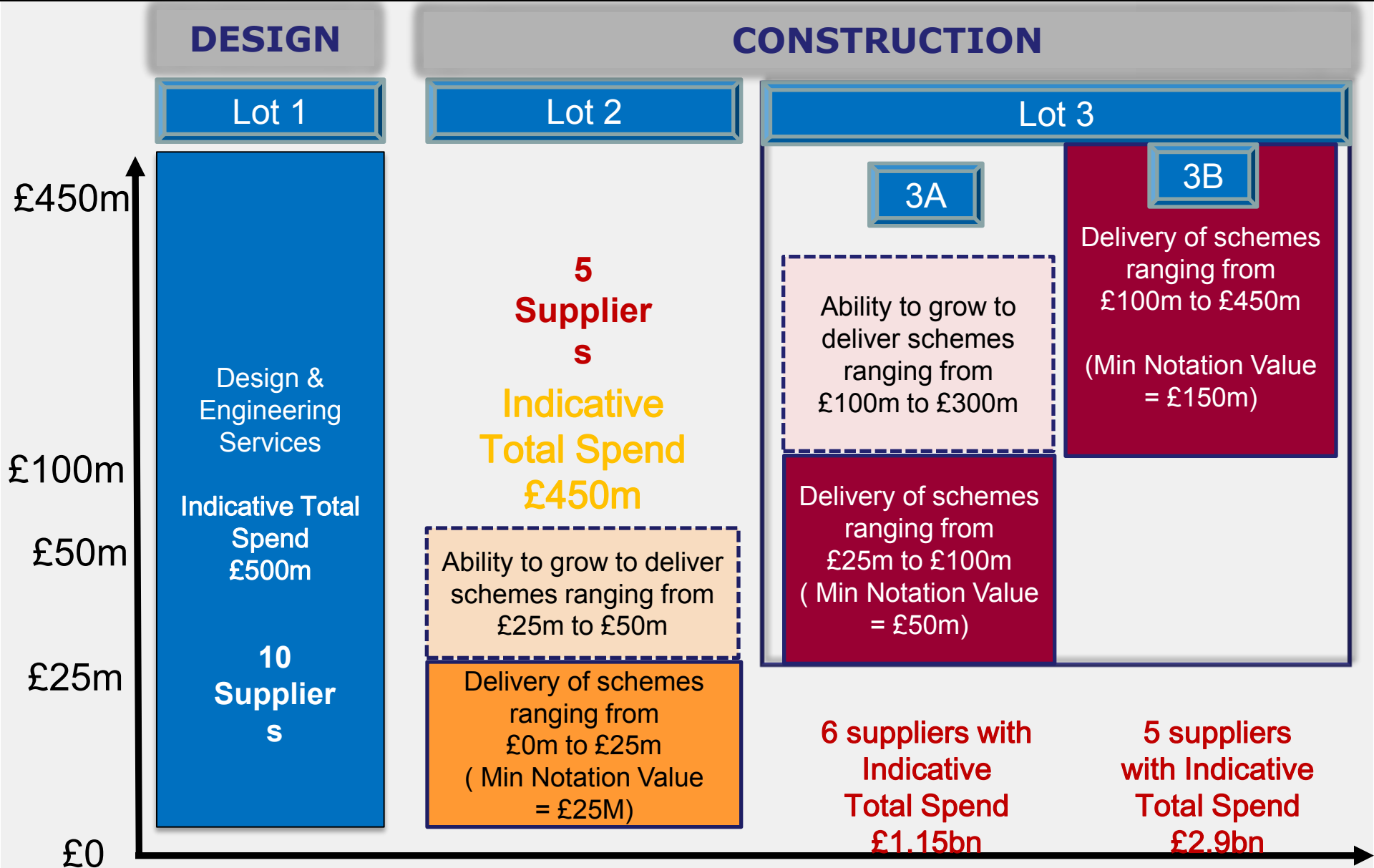
COLLABORATIVE DELIVERY FRAMEWORK

TONY TURTON

STOP AND THINK!

Headlines

- £5bn framework (4 + 2 years)
- 4 lots
 - 1 design
 - 3 construction
- Flexibility
 - Programmes, projects, across lots, plus individual tasks
 - Incentivisation at programme, project & task level
- Lot structure to stimulate development
 - Opportunities presented to encourage entry by suppliers with a broad range of capabilities
 - Upper limits on Lots increasing through the framework life depending on growing supplier capability



Why are the Behavioural Assessments important?

- Behaviours are the key to successful collaboration, performance and delivery. Without the desired behaviours in evidence critical relationships fail and time and money are at risk.
- Identification of those organisations which are able to reflect the CDF's core values
- Ensure the HA chooses to work with Suppliers who will collaborate, innovate and challenge the status quo to influence industry change for the better
- Facilitate continuous improvement by improving the way we work today

The CDF Behavioural Model

- Developed to call out the specific behaviours required to ensure successful collaboration with the HA and the supply chain
- Input from key HA stakeholders, internal documentation on HA core values, BS 11000 and best practice
- Each behavioural assessment activity focused on a subset of behaviours
- A consistent and robust marking mechanism was applied to all behavioural assessment activities



Collaboration in CDF

Introduction

How do we Start?

Strengthening our relationships

Moving Forward



One team



Ambitions

A world class service

- **Become recognized as leaders of Health and Safety culture**
- **Eliminate harm to all involved in delivery, construction, operation and maintenance**

Sustainable delivery model – Through and beyond CDF!



Why collaborate?

Successful programme delivery requires it and important that we continually learn in the field of safety

Improve safety by working in collaboration to create the conditions for a safer environment

Enable continuous and shared learning



How?

Behaviours and culture

Framework for Operational Excellence

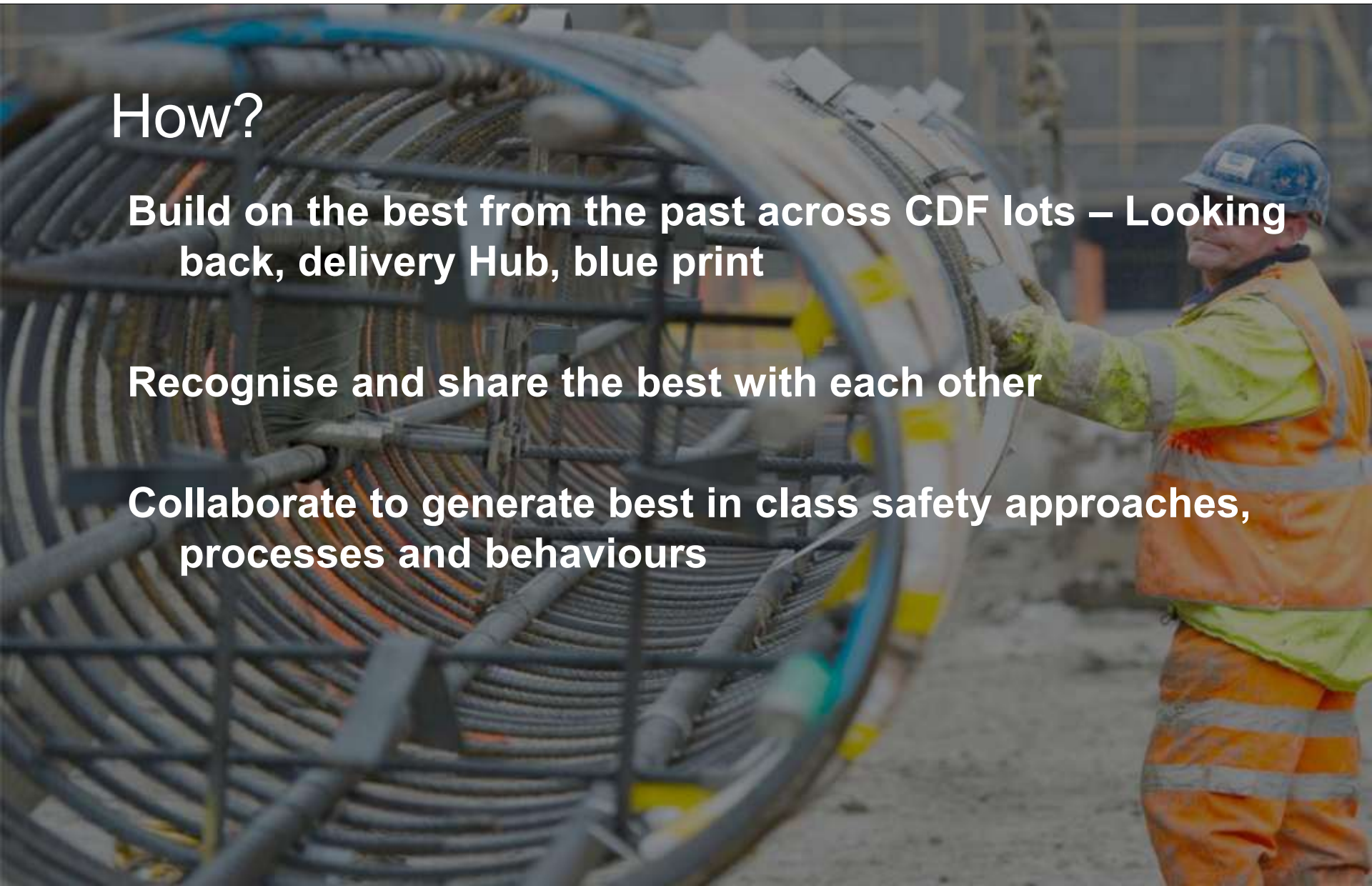


How?

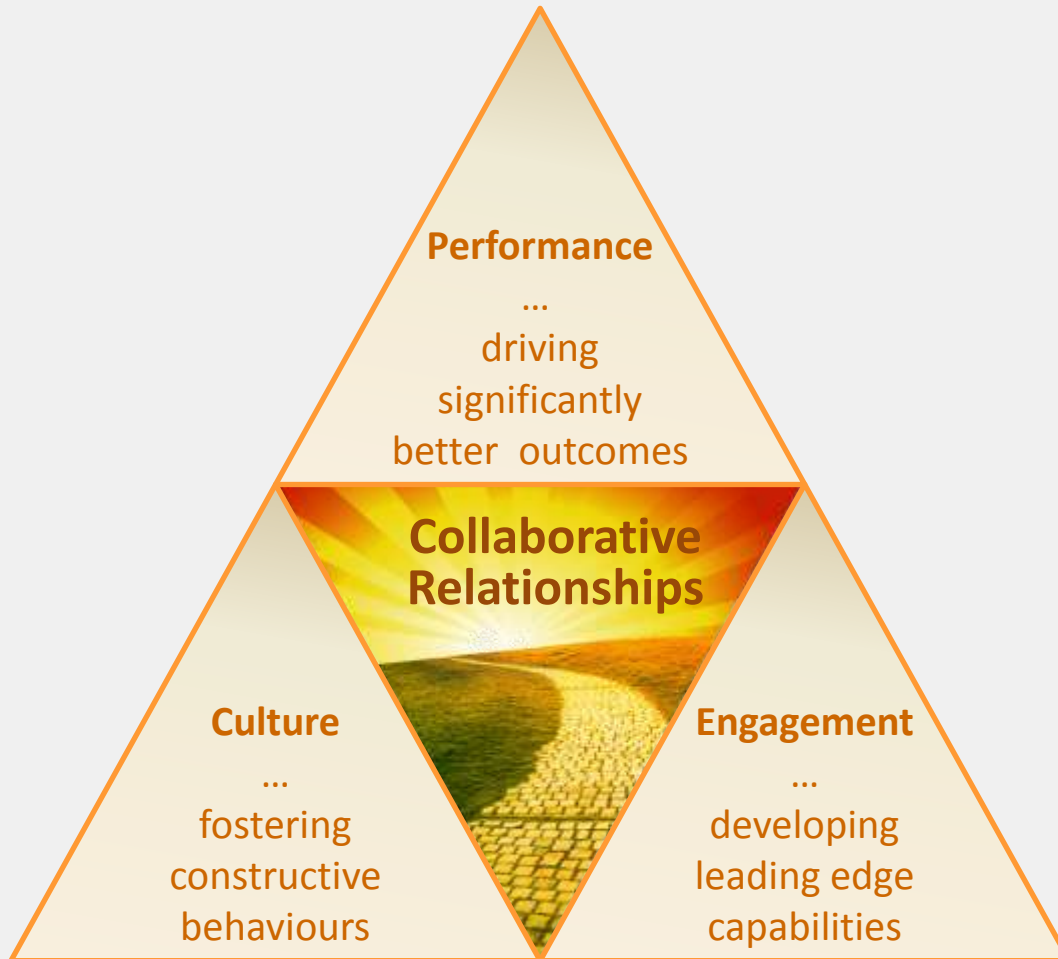
Build on the best from the past across CDF lots – Looking back, delivery Hub, blue print

Recognise and share the best with each other

Collaborate to generate best in class safety approaches, processes and behaviours



Collaborative Relationships Transformation



Collaborative Relationships

Our ambition is to transform how Highways Suppliers & Highways Agency work together to deliver better customer experiences

Built on three core principles

- **performance** ... driving significantly better outcomes
- **engagement** ... developing leading edge capability
- **culture** ... fostering constructive behaviours

- Underpinning improvement : the Framework for Operational Excellence
- A clear and practical framework made up of two “organ systems”
 - culture and learning process, if the culture isn’t right there will be no learning. The learning system is underpinned by culture, the foundation for the delivery of safe, high quality care
- From slide pack on Supporting and Delivering Patient Safety Collaboratives – Fiona Thow and Phil Duncan



My daddy works on
this site

Alex aged 5



Please drive carefully

LUNCH 1215 - 1320

Lunch Time Poster Presentations – Timetable / Table Locations

Subject	1230-1240	1245-1255
Plant Person Interface, Mark Bridges	1	2
Behavioural Based Safety, Ian Nixon	3	4
Occupational Health, Mark Lowe	5	6
H&S Excellence Wheel, Leon Reilly	7	8
Audit / Inspection, Matthew Barry	9	10
Constructing Better Health, Polly Begy	11	12
Road Worker Safety Forum, Mark Neville	13	14
A14 Whole Life Safety, Jason Letts	15	16
Health and Safety Laboratory, Karen Roberts	17	18
CITB National Skills Academy Construction, Luana Bills	19	20
Behavioural Safety HA Customer Ops, Claire Williams	20	1

Afternoon session

- Risk perception and action
- Defining the vision
- Working in clusters, SWOT the vision
- Report back
- Making a change
- Close out

Walking into trouble?























Define the Vision

What will define health, safety and wellbeing success in 5 years?

SWOT

- Strengths – What are we good at?
- Weaknesses – What are we bad at?
- Opportunities – What could we improve?
- Threats – What could prevent us?

SWOT - Elements to Cover

Table	SWOT Element	Table	SWOT Element	Table	SWOT Element	Table	SWOT Element
1	W	6	S	11	T	16	T
2	S	7	T	12	O	17	S
3	W	8	O	13	W	18	W
4	S	9	T	14	S	19	O
5	W	10	O	15	O	20	T

SWOT – Table Clusters

Cluster	Tables	Cluster	Tables	Cluster	Tables
1	1, 2, 11, 12	3	5, 6, 7, 8,	5	17, 18, 19, 20
2	3, 4, 9, 10	4	13, 14, 15, 16		



Making a change

- We know how to improve the chance of changing behaviours
- Chris Armitage (now at Manchester University) has looked at how to change behaviours using very cheap and simple approach
- Implementation intentions

Implementation Intentions

- Write down what you intend to do, if something occurs
- Used in smoking cessation, weight loss, behavioural safety
- For example, “if I am tempted to buy crisps when I buy my sandwich for lunch then I will buy an apple instead”
- Statistically significant success

Your action

- We would like you to write an implementation intention
- What would you like to have done looking back in 6 months time?
- If... you see something, do something, don't see or do something
- Then...you will do a positive thing

Evaluation sheet

If... Then

- The workshop evaluation sheet includes space for your If...Then statement.
- These will be recorded and emailed back to you

Collaboration

- What have you got to share / what help do you need

I would like information, help or support on:

I am willing to share information, advice or support regarding:

CLOSING COMMENTS

Chris Taylor
MP Divisional Director

STOP AND THINK!