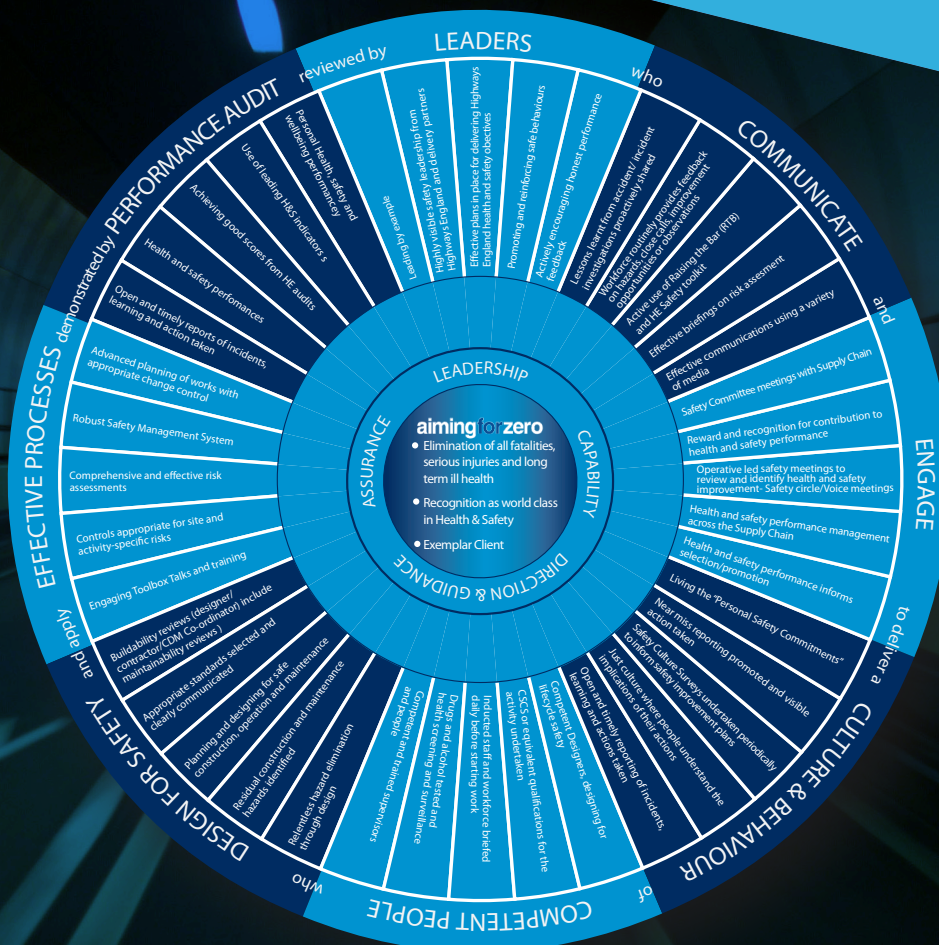


Health and Safety **aiming for zero**

Safety Excellence Wheel



aimingforzero

One workforce, zero harm

Objective

To ensure the Health and Safety Excellence Wheel is completed correctly and within the defined timescales. The purpose of the wheel is to ensure the Highways England delivery partners monitor health and safety performance, have effective systems and develop improvement plans which will assist in the elimination of workplace injury and ill health.

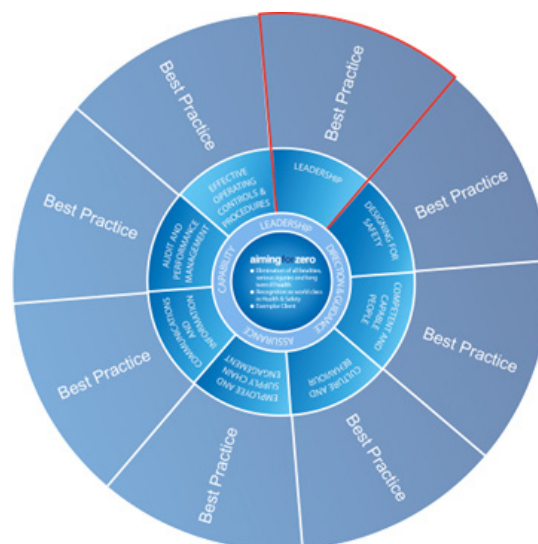
Background

The Safety Excellence Wheel was originally issued in June 2011 and was linked to the four key components of the then Highways Agency's Construction and Maintenance Strategy.

- **Leadership** – to provide continual leadership and direction at all levels within Highways England and to our supply chain.
- **Direction and Guidance** – to responsively provide guidance and policy relating to this strategy and communicate best practice both within Highways England and to our external stakeholders.
- **Assurance** – the ability to demonstrate compliance with policy and deliver best practice and continual improvement.
- **Capability** – build and strengthen the capability of the Highways England and our supply chain to meet current and developing health and safety competency needs.

These components were broken down further into eight focus areas

- Leadership
- Communications and information
- Employee and supply chain engagement
- Culture and behaviour
- Competent and capable people
- Designing for safety
- Effective operating controls and procedures
- Audit and performance management



The eight elements were built into a wheel as the areas need to be worked within a continuous improvement environment, in that we need: Leaders who communicate and engage to deliver a culture and behaviour of competent people who design for safety and apply effective processes demonstrated by performance audit reviewed by leadership who...[based on the results achieved start the performance improvement cycle again].

Against each area, there are a set of best practice performance level statements that describe what 'good looks like' – 40 in total and these can be found in the Excellence Matrix Template.

Putting the wheel into practice and actions required

Remember the emphasis is on improving performance and therefore an honest and self-critical approach should be used. Future team performance will be measured on the rate of improvement; not the absolute position – with the exception that no one should be below the minimum expectation for each level.

The wheel should be reviewed at the beginning of the project (within the first three months of construction) in a formal meeting by a review team made up of a cross discipline and organisation team, including representation from the Highways England (National health and safety team, Highways England project manager), designers, delivery partner and key supply chain to complete a self-assessment to reflect the current status on the project.

Using the wheel matrix template

Review each area in turn and identify evidence that satisfies each performance level statement for each focus area. Mark off each section as complete until the project review panel agrees a performance level statement is not being achieved. This statement should form part of an action plan that sets out the objective of the project going forward. Use this to identify the team's strengths and weaknesses and inform an improvement plan. The improvement plan actions, owners and timescales can be recorded on the safety excellence scoring sheet with supplementary details appended as required.

The performance level statements are numbered one to five and should be reviewed in ascending order. For example if the project is not able to evidence that it is fully achieving performance level three of a particular focus section, then the project is scored as fully satisfying performance level two even if the project is able to evidence that they are achieving performance level four and five for that focus section.

Evidence to satisfy each performance level statement should be retained and readily available for future assessments.

Following the self-assessment process, the wheel matrix template will produce a histogram to demonstrate where the project currently sits against best practice; this should be prominently displayed around each project.

Periodically, (at least quarterly), the review panel should follow up the improvement plan to test whether actions have been implemented, assess the current status to see whether previous weak spots have been addressed and / or have changed and based on the re-assessment what new actions need to be implemented.

The Highways England Project Manager will work with project teams to ensure that this approach is adopted but all cross discipline and organisational members are responsible for contributing to and developing the actions and reviews.

By way of good practice, delivery partners may wish to issue bespoke sections of the wheel to their 2nd and 3rd tier suppliers, to not only bring on their own supply chain but help feed evidence into their own.

Peer review

By way of good practice, delivery partners may wish to issue bespoke sections of the wheel to their 2nd and 3rd tier suppliers, to not only bring on their own supply chain but help feed evidence into their own.

The Safety Excellence Matrix is a table with columns for 'Focus Area', 'Performance Level Statement', and 'Evidence'. It is divided into three main sections: Leadership, Compliance, and Health & Safety. Each section contains several performance level statements (numbered 1-5) and corresponding evidence requirements.

Safety Excellence Matrix

The Safety Excellence Scoring Sheet is a table with columns for 'Project', 'Status', 'Performance', and 'Evidence'. It is divided into three main sections: Leadership, Compliance, and Health & Safety. Each section contains several performance level statements (numbered 1-5) and corresponding evidence requirements.

Safety Excellence Scoring Sheet

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