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

Table Of Contents

- Vision Session Feedback
- SWOT of Created Vision
- Health, Safety and Wellbeing Swap Shop
- Presentations
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 that 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 over whelm 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
 Opportunities: 25% - stated poor communications, lessons learnt, engagement (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.
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.

<table>
<thead>
<tr>
<th>Name</th>
<th>E-mail</th>
<th>Would like help on</th>
<th>Willing to share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jim McNicholas</td>
<td><a href="mailto:jim.mcnicholas@sbbjv.co.uk">jim.mcnicholas@sbbjv.co.uk</a></td>
<td>Developments in Behavioural Safety</td>
<td>Collaborative Planning for safety on site operations.</td>
</tr>
<tr>
<td>Paul Hampson</td>
<td><a href="mailto:Paul.Hampson@highways.gsi.gov.uk">Paul.Hampson@highways.gsi.gov.uk</a></td>
<td>Health and Safety psychology(?) work to understand why people behave in certain ways in certain situations</td>
<td></td>
</tr>
<tr>
<td>Eamonn Colgan</td>
<td><a href="mailto:Eamonn.Colgan@highways.gsi.gov.uk">Eamonn.Colgan@highways.gsi.gov.uk</a></td>
<td>Safety of major works on greenfield sites when compared with widening sites</td>
<td>Tunnel refurbishment projects</td>
</tr>
<tr>
<td>Sean McCallon</td>
<td><a href="mailto:Sean.McCallion@hochtief.co.uk">Sean.McCallion@hochtief.co.uk</a></td>
<td>The HA equivalent of the cross rail “SHEL”</td>
<td>BS11000 Accommodation/ lessons learnt from Hochtief &amp; other sectors NR/Crossrail</td>
</tr>
<tr>
<td>Alistair Thompson</td>
<td><a href="mailto:alastair.thompson@volkerfitzpatrick.co.uk">alastair.thompson@volkerfitzpatrick.co.uk</a></td>
<td>Behavioural Safety and change</td>
<td>Our injury Free programme + managers to share what we have done in Volkerfitzpatrick</td>
</tr>
<tr>
<td>Phil Leng</td>
<td><a href="mailto:phil.leng@grontmij.co.uk">phil.leng@grontmij.co.uk</a></td>
<td>Behavioural Safety and change</td>
<td>Design site Risk Assessment, Design Risk Management</td>
</tr>
<tr>
<td>James Haluch</td>
<td><a href="mailto:James.Haluch@emhighways.co.uk">James.Haluch@emhighways.co.uk</a></td>
<td>H&amp;S Hub and relationship with maintenance/NDD</td>
<td>Network Management, ADS contracts, Zero carriageways crossings</td>
</tr>
<tr>
<td>Moreblessing Barker</td>
<td><a href="mailto:Moreblessing.Barker@highways.gsi.gov.uk">Moreblessing.Barker@highways.gsi.gov.uk</a></td>
<td>Work like balance, see how organisations support worker</td>
<td></td>
</tr>
<tr>
<td>Graham Steers</td>
<td><a href="mailto:Graeme.Steers@ch2m.com">Graeme.Steers@ch2m.com</a></td>
<td>Application of the H&amp;S Excellence wheel to projects in the design stages</td>
<td>Cross market facilitation with environment agency</td>
</tr>
<tr>
<td>David Garton</td>
<td><a href="mailto:Andrew.Walters@ch2m.com">Andrew.Walters@ch2m.com</a></td>
<td>Whole life cycle H&amp;S performance indicators</td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Email</td>
<td>Topic</td>
<td>Notes</td>
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</tr>
<tr>
<td>Simon Duke</td>
<td><a href="mailto:Simon.Duke@highways.gsi.gov.uk">Simon.Duke@highways.gsi.gov.uk</a></td>
<td>Delivering the induction, skills database for all working on HA networks</td>
<td>Any aspects of H&amp;S</td>
</tr>
<tr>
<td>Jacqui Allen</td>
<td><a href="mailto:Jacqui.Allen@highways.gsi.gov.uk">Jacqui.Allen@highways.gsi.gov.uk</a></td>
<td>Design for maintenance, we will have number of supplies (designers) and I need to ensure it is imbedded within the designs they develop</td>
<td>The innovative H&amp;S schemes accepted by the schemes in MPN</td>
</tr>
<tr>
<td>Nick Boyle</td>
<td><a href="mailto:nick.boyle@balfourbeatty.com">nick.boyle@balfourbeatty.com</a></td>
<td>other</td>
<td>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</td>
</tr>
<tr>
<td>Martin Potts</td>
<td><a href="mailto:Martin.Potts@highways.gsi.gov.uk">Martin.Potts@highways.gsi.gov.uk</a></td>
<td>Understanding what operator of road requires over life of asset</td>
<td>On anything I can bring to the conversation</td>
</tr>
<tr>
<td>John Pilkington</td>
<td><a href="mailto:John.Pilkington@carillionplc.com">John.Pilkington@carillionplc.com</a></td>
<td>&quot;Zone in &quot; Plant Pedestrian Interface Sessions</td>
<td></td>
</tr>
<tr>
<td>Mark Neville</td>
<td><a href="mailto:Mark.Neville@carillionplc.com">Mark.Neville@carillionplc.com</a></td>
<td>Acceptable working hours in safety critical roles</td>
<td>Road worker safety/Temporary Traffic Management</td>
</tr>
<tr>
<td>Claire Williams</td>
<td><a href="mailto:claire.williams@humanapps.co.uk">claire.williams@humanapps.co.uk</a></td>
<td></td>
<td>Risk Management &amp; Behavioural Safety</td>
</tr>
<tr>
<td>Julie Clay</td>
<td><a href="mailto:julie.clay@skansa.co.uk">julie.clay@skansa.co.uk</a></td>
<td></td>
<td>Sharing of best practice. I would be very willing to help in sharing The Vision</td>
</tr>
<tr>
<td>Olivier Colle</td>
<td><a href="mailto:olivier.colle@vinci-construction.com">olivier.colle@vinci-construction.com</a></td>
<td>How to deal with stress, which people are under when asked to deliver something on time and on budget</td>
<td></td>
</tr>
<tr>
<td>Ivan Marriott</td>
<td><a href="mailto:Ivan.Marriott@highways.gsi.gov.uk">Ivan.Marriott@highways.gsi.gov.uk</a></td>
<td>The monthly best practices identified by the HA H&amp;S independence audits</td>
<td></td>
</tr>
<tr>
<td>Nigel Fullham</td>
<td><a href="mailto:NFullam@laingorourke.com">NFullam@laingorourke.com</a></td>
<td>Behavioural Safety</td>
<td>Structures, Design for Manufacturing and assembly</td>
</tr>
<tr>
<td>Name</td>
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<td>Topic</td>
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<tr>
<td>Mohammed Swapan</td>
<td><a href="mailto:Mohammed.Swapan@highways.gsi.gov.uk">Mohammed.Swapan@highways.gsi.gov.uk</a></td>
<td>Occupational Health - To ensure staff are not over worked and under stress</td>
<td></td>
</tr>
<tr>
<td>John Zownir</td>
<td><a href="mailto:john.zownir@wspgroup.com">john.zownir@wspgroup.com</a></td>
<td>I would like to see an established mechanism for sharing good ideas from site to site</td>
<td></td>
</tr>
<tr>
<td>Paul Nagra</td>
<td><a href="mailto:Paul.Nagra@highways.gsi.gov.uk">Paul.Nagra@highways.gsi.gov.uk</a></td>
<td>With the expanded road programme how do we apply/inform H&amp;S learning and practices across the programme?</td>
<td></td>
</tr>
<tr>
<td>Kate Fairhall</td>
<td><a href="mailto:Kate.Fairhall@arup.com">Kate.Fairhall@arup.com</a></td>
<td>Behavioural safety (i.e. information on the BBS project for Customer Operations). Behavioural change and Collaboration</td>
<td></td>
</tr>
<tr>
<td>John Dixon</td>
<td><a href="mailto:John.dixon@jacobs.com">John.dixon@jacobs.com</a></td>
<td>Jacobs(ongoing) 7 year old journey implementing a culture of casing</td>
<td></td>
</tr>
<tr>
<td>Peter Whitfield</td>
<td><a href="mailto:peter.whitfield@atkinsglobal.com">peter.whitfield@atkinsglobal.com</a></td>
<td>Easy guide to man hours and risk of building different things (bridge, retaining wall, gantry, Era etc.)- this will help designers understand better</td>
<td></td>
</tr>
<tr>
<td>Derek Thornhill</td>
<td><a href="mailto:peter.whitfield@atkinsglobal.com">peter.whitfield@atkinsglobal.com</a></td>
<td>Behavioural cultures changes through our internet training programme &quot;STOP THINK&quot;</td>
<td></td>
</tr>
<tr>
<td>Brendan Kelleher</td>
<td><a href="mailto:Brendan.Kelleher@jacobs.com">Brendan.Kelleher@jacobs.com</a></td>
<td>Asbestos incusing Asbestos in soil</td>
<td></td>
</tr>
<tr>
<td>Kelly Beesley</td>
<td><a href="mailto:Kelly.Beesley@morisonconstruction.co.uk">Kelly.Beesley@morisonconstruction.co.uk</a></td>
<td>By positive feedback from HA about project positives not just negatives I offer to support &amp; encourage, challenge, &quot;the norm&quot; during working practices</td>
<td></td>
</tr>
<tr>
<td>Mark Bridges</td>
<td><a href="mailto:Mark.Bridges3@Carillionplc.com">Mark.Bridges3@Carillionplc.com</a></td>
<td>Anything I can help with- I am easy</td>
<td></td>
</tr>
<tr>
<td>Lizzie Pauling</td>
<td><a href="mailto:Lizzie.Paulinh@highway.gsi.gov.uk">Lizzie.Paulinh@highway.gsi.gov.uk</a></td>
<td>Supporting the health/workplace balance of the workplace</td>
<td></td>
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<tr>
<td>Name</td>
<td>Email</td>
<td>Note</td>
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</tr>
<tr>
<td>Amy Williams</td>
<td><a href="mailto:Amy.Wiliams@highways.gsi.gov.uk">Amy.Wiliams@highways.gsi.gov.uk</a></td>
<td>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</td>
<td></td>
</tr>
<tr>
<td>Glennan Blackmore</td>
<td><a href="mailto:glennan.blackmore@skanska.co.uk">glennan.blackmore@skanska.co.uk</a></td>
<td>The pack of cards that can be used as an engagement tool</td>
<td></td>
</tr>
<tr>
<td>Duncan Aspin</td>
<td><a href="mailto:duncan.aspin@kier.co.uk">duncan.aspin@kier.co.uk</a></td>
<td>Lean safety &amp; information on the safety Hubs and how to get involved</td>
<td></td>
</tr>
<tr>
<td>Stephen White</td>
<td><a href="mailto:Stephen.White@hochtief.co.uk">Stephen.White@hochtief.co.uk</a></td>
<td>Support Chris Taylor. (MP Divisional Director) to achieve his plan on moving the agenda forward</td>
<td></td>
</tr>
<tr>
<td>Eamonn Slevin</td>
<td><a href="mailto:Eamonn.Slevin@costain.com">Eamonn.Slevin@costain.com</a></td>
<td>The agencies view on wellbeing</td>
<td></td>
</tr>
<tr>
<td>David Pilsworth</td>
<td><a href="mailto:David.Pilsworth@highways.gsi.gov.uk">David.Pilsworth@highways.gsi.gov.uk</a></td>
<td>Deleting some the temporary signs for fixed tapers signs layout</td>
<td></td>
</tr>
<tr>
<td>John Sneddon</td>
<td><a href="mailto:John.Sneddon@ch2m.com">John.Sneddon@ch2m.com</a></td>
<td>What leadership within HA are doing to communicate to industry as a whole- are they talking to other industries?</td>
<td></td>
</tr>
<tr>
<td>Richard Craig</td>
<td><a href="mailto:richard.craig@atkinsglobal.com">richard.craig@atkinsglobal.com</a></td>
<td>Best practice, vision and strategy to the wider community</td>
<td></td>
</tr>
<tr>
<td>Taj Sangha</td>
<td><a href="mailto:Tajinda.Sanagha@highways.gsi.gov.uk">Tajinda.Sanagha@highways.gsi.gov.uk</a></td>
<td>A3 sheets that many of the lunchtime presenters were using - could these be circulated please</td>
<td></td>
</tr>
<tr>
<td>Steve Hall</td>
<td><a href="mailto:Steve.Hall@interserve.com">Steve.Hall@interserve.com</a></td>
<td>I have committed to delivering a draft revising the bar document on designing TM</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Health and wellbeing</td>
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<td></td>
<td></td>
<td>A11 &amp; A14 Kettering has learning</td>
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<td></td>
<td></td>
<td>H&amp;S Hub - Be included on mailing list. Details of the H&amp;S excellence wheel</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Our Behaviour safety culture change programme</td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Email</td>
<td>Description</td>
<td></td>
</tr>
<tr>
<td>----------------------</td>
<td>------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Jamie Harrison</td>
<td><a href="mailto:Jamie.harrison@osborne.co.uk">Jamie.harrison@osborne.co.uk</a></td>
<td>The HUB and either involvement and/or more consistent feedback of information &amp; good practice &amp; ability to contribute. Good practice from experience of the M25 community with Connect Plus.</td>
<td></td>
</tr>
<tr>
<td>Stephen Ellis</td>
<td><a href="mailto:steve.ellis@mottmac.com">steve.ellis@mottmac.com</a></td>
<td>What are the risks/hazards in maintaining a road? How designers are working to improve designing our risk.</td>
<td></td>
</tr>
<tr>
<td>Phil Clifton</td>
<td><a href="mailto:phil.clifton@balfourbeatty.com">phil.clifton@balfourbeatty.com</a></td>
<td>More visibility of the work done in the Hub buy the H&amp;S Team- Particularly trends across the work streams. BB plant people interface training.</td>
<td></td>
</tr>
<tr>
<td>Steve Mathews</td>
<td><a href="mailto:Steve.matthews@wspgroup.com">Steve.matthews@wspgroup.com</a></td>
<td>Collaborative working already used on HA, NSD frameworks. Plant Training, Civils.</td>
<td></td>
</tr>
<tr>
<td>Anthony Mills</td>
<td><a href="mailto:Anthony.Mills@krouse.co.uk">Anthony.Mills@krouse.co.uk</a></td>
<td>How we best organise ourselves (HA, Partners) to progress this agenda. HA’s construction + maintenance strategy.</td>
<td></td>
</tr>
<tr>
<td>Chris Taylor</td>
<td><a href="mailto:Chris.Taylor@highways.gsi.gov.uk">Chris.Taylor@highways.gsi.gov.uk</a></td>
<td>How we best organise ourselves (HA, Partners) to progress this agenda. Safety in design.</td>
<td></td>
</tr>
<tr>
<td>Andrew Theobald</td>
<td><a href="mailto:Andrew.Theobald@mottmac.com">Andrew.Theobald@mottmac.com</a></td>
<td>Understanding when/ how accidents at the network are occurring to the workforce and to communicate aback to design teams. CBM and design for maintenance road/walker safety. Safety systems/ performance on Crossrail from a kier perspective.</td>
<td></td>
</tr>
<tr>
<td>Iain Candlish</td>
<td><a href="mailto:iain.candlish@wspgroup.com">iain.candlish@wspgroup.com</a></td>
<td>Safety systems/ performance on Crossrail from a kier perspective.</td>
<td></td>
</tr>
<tr>
<td>Steve Beattie</td>
<td><a href="mailto:Steve.beattie@kier.co.uk">Steve.beattie@kier.co.uk</a></td>
<td>Safety systems/ performance on Crossrail from a kier perspective.</td>
<td></td>
</tr>
<tr>
<td>Ken Simmonds</td>
<td><a href="mailto:Ken.Simmonds@highways.gsi.gov.uk">Ken.Simmonds@highways.gsi.gov.uk</a></td>
<td>Best Practice H&amp;S measures across my portfolio of projects. How HA manage safety across NDD, MP and Netserve worlds.</td>
<td></td>
</tr>
<tr>
<td>Gavin McKevitt</td>
<td><a href="mailto:GavinMcKevitt@sisk.co.uk">GavinMcKevitt@sisk.co.uk</a></td>
<td>Health initiatives. How interserve does and how we do it.</td>
<td></td>
</tr>
<tr>
<td>Wayne Howell</td>
<td><a href="mailto:Wayne.Howell@interserve.com">Wayne.Howell@interserve.com</a></td>
<td>How interserve does and how we do it.</td>
<td></td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>Name</th>
<th>Email</th>
<th>Issue</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Bourne</td>
<td><a href="mailto:John.Borune@highways.gsi.gov.uk">John.Borune@highways.gsi.gov.uk</a></td>
<td>How DP's can proactively share their H&amp;S best practice? - Better visibility or H&amp;S team agenda and delivery Hub, H&amp;S team initiatives</td>
<td>Regional support, advice on forthcoming H&amp;S initiatives or opportunities to trial</td>
</tr>
<tr>
<td>Paul Bracegirdle</td>
<td><a href="mailto:paul.bracegirdle@urs.com">paul.bracegirdle@urs.com</a></td>
<td>What happened to Chris Taylor, H&amp;S workstream focusing on where we will be in 5 -10 years time?</td>
<td>Our URS Roads H&amp;S advisor has agreed to join H&amp;S group!</td>
</tr>
<tr>
<td>David Roffe</td>
<td><a href="mailto:David.Roffe@emhighways.co.uk">David.Roffe@emhighways.co.uk</a></td>
<td>Working on a wider NDD &amp; MP - Sharing projects &amp; lessons learnt</td>
<td>HSMS, OHH, TM &amp; HTMA workings - Task N Finish Groups</td>
</tr>
<tr>
<td>Janice Allen</td>
<td><a href="mailto:Janice.Allen2@highways.gsi.gov.uk">Janice.Allen2@highways.gsi.gov.uk</a></td>
<td>Will the HA find H&amp;S Qualifications</td>
<td></td>
</tr>
<tr>
<td>Darren Dobson</td>
<td><a href="mailto:ian.dobson@aecom.com">ian.dobson@aecom.com</a></td>
<td>Already made contact and exchanged numbers to assist in improving TM safety</td>
<td>All SHE improvement initiatives during construction phase</td>
</tr>
<tr>
<td>Peter Symondson</td>
<td><a href="mailto:Peter.Symondson@mottmac.com">Peter.Symondson@mottmac.com</a></td>
<td>Current good worker safety best practice</td>
<td>I run MOTT's safety advisory service - open to all</td>
</tr>
<tr>
<td>Odetola Oluwole</td>
<td><a href="mailto:Odetola.Oluwole@highways.gsi.gov.uk">Odetola.Oluwole@highways.gsi.gov.uk</a></td>
<td>Accident reporting</td>
<td>Any project related to H&amp;S including best practices as a couple of schemes are starting on site in the new year</td>
</tr>
<tr>
<td>Hari Kulathumani</td>
<td><a href="mailto:Hari.Kulathumani@highways.gsi.gov.uk">Hari.Kulathumani@highways.gsi.gov.uk</a></td>
<td>Health &amp; wellbeing information to office staff</td>
<td></td>
</tr>
<tr>
<td>Axel Kappeler</td>
<td><a href="mailto:axel.kappeler@mouchel.com">axel.kappeler@mouchel.com</a></td>
<td>Driver behaviour, changing behaviour, new HA H&amp;S structure, roles and responsibilities</td>
<td>Safety on smart motorways</td>
</tr>
<tr>
<td>W M Kinson</td>
<td><a href="mailto:will.kinson@osborne.co.uk">will.kinson@osborne.co.uk</a></td>
<td>The HA thoughts use of constructing better health and will they become this vehicle used by the HA rather than companies occupational health providers</td>
<td>Behavioural safety programmes</td>
</tr>
<tr>
<td>Name</td>
<td>Email</td>
<td>Collaboration</td>
<td></td>
</tr>
<tr>
<td>-----------------------</td>
<td>-------------------------------------</td>
<td>-------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Tony Turton</td>
<td><a href="mailto:Tony.Turton@highways.gsi.gov.uk">Tony.Turton@highways.gsi.gov.uk</a></td>
<td>Health</td>
<td></td>
</tr>
<tr>
<td>Dave Hill</td>
<td><a href="mailto:Dave.Hill@balfourbeatty.com">Dave.Hill@balfourbeatty.com</a></td>
<td>People, plant interface - &quot;Zone in &quot; training</td>
<td></td>
</tr>
<tr>
<td>Richard Green Morgan</td>
<td><a href="mailto:Richard.GreenMorgan@morgansindall.com">Richard.GreenMorgan@morgansindall.com</a></td>
<td>Sharing of best practice</td>
<td></td>
</tr>
<tr>
<td>Bob Tootell</td>
<td><a href="mailto:Bob.Tootell@morgansindall.com">Bob.Tootell@morgansindall.com</a></td>
<td>Health monitoring/ safety Leadership, happy to help Chris Taylor</td>
<td></td>
</tr>
<tr>
<td>Lucy Wickham</td>
<td><a href="mailto:Lucy.Wickham@mouchel.com">Lucy.Wickham@mouchel.com</a></td>
<td>Safety risk governance and hazard assessment</td>
<td></td>
</tr>
<tr>
<td>Neil Taylor</td>
<td><a href="mailto:neil.taylor@highways.gsi.gov.uk">neil.taylor@highways.gsi.gov.uk</a></td>
<td>Any of the HA - H&amp;S processes or procedures</td>
<td></td>
</tr>
<tr>
<td>Chris Hayward</td>
<td><a href="mailto:Chris.Hayward@arup.com">Chris.Hayward@arup.com</a></td>
<td>CDM coordination/ principle designer duties, OHSAS/8001 Audits, strategic H&amp;S advice</td>
<td></td>
</tr>
<tr>
<td>Mark Davies</td>
<td><a href="mailto:Mark.Davies@mottmac.com">Mark.Davies@mottmac.com</a></td>
<td>Opportunities &amp; Innovations</td>
<td></td>
</tr>
<tr>
<td>Richard Stuart</td>
<td><a href="mailto:richard.stuart@costain.com">richard.stuart@costain.com</a></td>
<td>I'd like to find out more about the &quot;3 Ambers&quot; philosophy from shell</td>
<td></td>
</tr>
<tr>
<td>Tim Goodard</td>
<td><a href="mailto:Tim.Goddard@mouchel.com">Tim.Goddard@mouchel.com</a></td>
<td>Assisting in initiatives to combine the maintenance community &amp; Major Projects to provide design for maintenance</td>
<td></td>
</tr>
<tr>
<td>Rob Edwards</td>
<td><a href="mailto:Rob.Edwards@highways.gsi.gov.uk">Rob.Edwards@highways.gsi.gov.uk</a></td>
<td>Site H&amp;S initiatives</td>
<td></td>
</tr>
<tr>
<td>Brian Gash</td>
<td><a href="mailto:Brian.Gash@highways.gsi.gov.uk">Brian.Gash@highways.gsi.gov.uk</a></td>
<td>Developing skills on collaborative behaviours within the workplace</td>
<td></td>
</tr>
<tr>
<td>Sandie Forte-Gill</td>
<td><a href="mailto:Sandie.Forte-Gill@highways.gsi.gov.uk">Sandie.Forte-Gill@highways.gsi.gov.uk</a></td>
<td>The H&amp;S activities of the Hub shared with HA, PMs and staff directly rather than via the supply chain</td>
<td></td>
</tr>
</tbody>
</table>

*Note: The table lists the names, emails, and collaborative efforts of various individuals involved in health and safety initiatives.*
<table>
<thead>
<tr>
<th>Name</th>
<th>Email</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jon Horrocks</td>
<td><a href="mailto:jon.horrocks@arup.com">jon.horrocks@arup.com</a></td>
<td>&quot;A consultants view&quot; on H&amp;S culture</td>
</tr>
<tr>
<td>Russell Wallis</td>
<td><a href="mailto:russell.wallis@highways.gsi.gov.uk">russell.wallis@highways.gsi.gov.uk</a></td>
<td>Hub working back-- Looking forward. Approval by delivery i.e. how the HA asked to organise delivery going forward</td>
</tr>
<tr>
<td>Jason Letts</td>
<td><a href="mailto:jason.letts@highways.gsi.gov.uk">jason.letts@highways.gsi.gov.uk</a></td>
<td>The role on the Hub A14C2M Project safety</td>
</tr>
<tr>
<td>Richard Hemingway</td>
<td><a href="mailto:richard.hemingway@skanska.co.uk">richard.hemingway@skanska.co.uk</a></td>
<td>Plant safety and training</td>
</tr>
<tr>
<td>Richard Turnbull</td>
<td><a href="mailto:richard.turnbull@bbcel.co.uk">richard.turnbull@bbcel.co.uk</a></td>
<td>Changing behaviour</td>
</tr>
<tr>
<td>Paul Ellis</td>
<td><a href="mailto:Paul.Ellis@BAMNuttall.co.uk">Paul.Ellis@BAMNuttall.co.uk</a></td>
<td>Road widening from a contractors perspective</td>
</tr>
<tr>
<td>Nick Balsdon</td>
<td><a href="mailto:Nick.Balston@highways.gov.uk">Nick.Balston@highways.gov.uk</a></td>
<td>Developing a CIC (controls replacement Cycle) for HA (one agency)- on going</td>
</tr>
<tr>
<td>Paviter Singh Phull</td>
<td><a href="mailto:Pav.Singh@mouchel.com">Pav.Singh@mouchel.com</a></td>
<td>Whole Asset Health Safety. The new HA &quot;CDF&quot; TAG groups. The new HA, H&amp;S Director vision mission. How can I help to make a difference with HA team</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1. CDM Services, Smart Highways H&amp;S /CDM working with Hub team. 2. Will contact Chris Taylor to assist with implementation of standard process across HA</td>
</tr>
</tbody>
</table>
HEALTH AND SAFETY WORKSHOP No 8

“Achieving Safety Excellence Together”

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:
<table>
<thead>
<tr>
<th>Time</th>
<th>Title of presentation</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>0930-1000</td>
<td>Registration</td>
<td></td>
</tr>
<tr>
<td>1000 - 1010</td>
<td>Welcome</td>
<td>Facilitator – Nigel Heaton</td>
</tr>
<tr>
<td>1010 - 1035</td>
<td>Highways Agency Keynote Address</td>
<td>Peter Adams</td>
</tr>
<tr>
<td>1035 - 1100</td>
<td>Case Study – Crossrail</td>
<td>Steve Crofts - Crossrail</td>
</tr>
<tr>
<td>1100 - 1125</td>
<td>Highways Agency – Current and Future Challenges for Health and Safety Management on the Strategic Road Network</td>
<td>Jeremy Bird NHST</td>
</tr>
<tr>
<td>1125 – 1150</td>
<td>Our Partners – Collaboration from our suppliers perspective (Design, Build, Operate)</td>
<td>Lucy Wickham, Duncan Elliott, Dave Merrick</td>
</tr>
<tr>
<td>1150 - 1215</td>
<td>CDF – Collaborative approach and behaviours</td>
<td>Tony Turton</td>
</tr>
<tr>
<td>1215 - 1320</td>
<td>Networking Lunch / Poster Presentations – An opportunity to hear about a selection of collaborative H&amp;S initiatives and support available. Please select up to 2 from list.</td>
<td>See timetable on reverse</td>
</tr>
<tr>
<td>1320 - 1545</td>
<td>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.</td>
<td>Facilitator (Nigel Heaton, Dave Ackerley)</td>
</tr>
<tr>
<td>1545 - 1600</td>
<td>Closing Comments</td>
<td>Facilitator, Chris Taylor</td>
</tr>
<tr>
<td>1600 - 1700</td>
<td>Optional Stadium Tour (First come, 30 people)</td>
<td></td>
</tr>
</tbody>
</table>
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
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!
MP & NDD Investment

1.7 Billion

4 Billion

Current

5 Years
Incident Triangle vs Investment

Fatal: 1
RIDDOR: 37
Minor: 437
Near Miss: 7733

1.7Bn

Nov 13 – Oct 14
Future Incident Triangle?

Current

- Fatal 1
- RIDDOR 37
- Minor 437
- Near Miss 7733

£ Billion

- 1.7Bn

5 Years

- Fatal 4
- RIDDOR 85
- Minor 1005
- Near Miss 17,786

- 4Bn
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 a 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

- Leadership & Behaviours
- Whole Life Design
- Communication
- The Right Culture
- Health & Wellbeing
- Workplace Safety
- Performance Improvement

Our Challenges:

- Leadership & Behaviours
- Whole Life Design
- Communication
- The Right Culture
- Health & Wellbeing
- Workplace Safety
- Performance Improvement
CASE STUDY

STEVE CROFTS

CROSSRAIL

STOP AND THINK!
Health and Safety Improvement, through Collaboration and Leadership

Steve Crofts: H&S Improvement Manager
Introducing Crossrail

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

Introducing Crossrail

Halfway there video
Duration: 5min 32sec
http://youtu.be/kmRC0YIIaS4
Our Structure

Sponsors
- Transport for London
- Department for Transport

Partners and supply chain

Client organisation
- CROSSRAIL
- PROJECT DELIVERY PARTNER
- PROGRAMME PARTNER
- MAIN CONTRACTORS
- TIER 2 AND 3 CONTRACTORS - 000s
High Level of Political Interest
# Our Values - Collaboration

## VALUES AND BEHAVIOURS FOR EVERYONE WORKING ON CROSRAIL

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.

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

<table>
<thead>
<tr>
<th>Bridging</th>
<th>Lifting</th>
<th>Sprayed concrete works</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never drive or operate vehicles or plant.</td>
<td>Never use unsecured tools or exceed the operating limits of any piece of lifting equipment unless use any piece of lifting equipment unless appropriately tested and inspected.</td>
<td>Never visit a tunnel under construction unless absolutely necessary.</td>
</tr>
<tr>
<td>Unless you are authorised and medically fit to do so:</td>
<td>Lift unless the ground/foundation has been assessed or designed.</td>
<td>Stand under &quot;open ground&quot; as material can fall from the face and bridge, not just from overhead.</td>
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<td>In a safe state of repair.</td>
<td>Stand under a fall arrestor.</td>
<td>Stand under freshly sprayed/green shirts etc.</td>
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<td>Above the limits set for speed and overhead restriction.</td>
<td>Stand on all tools and equipment are safely secured and prevented from falling.</td>
<td>Stand until a driver's blind-spot</td>
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<td>Where the risk of hitting pedestrians or operations is not controlled.</td>
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**Electrical**
- Never work on or energise electrical systems unless an authorised person does.
- Isolate, disconnect and lock off the system and tested to prove it is safe.
- Issue 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
  - unless the safe system of work specifically describes measures for maintaining safe insurability
  - unless an emergency plan and system is in place
  - without a permit to work stating that the work is safe to proceed.

**Drilling**
- Never undertake drilling or cavitation 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**
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
Monitoring Contractor Performance

Contractor Assurance

- Audit
- Inspection
- Assurance Checks
- Verification
- Validation
- Observation
Monitoring Contractor Performance

Contractor Performance (HSPI)

Leading Indicators

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

| Contract: | C300/410 – WESTERN RUNNING TUNNELS – BAM FERROVIAL KIER |
| Assessment Date(s): | 06 May 2014, 07 May 2014, 08 May 2014 |
| Attendees: | Liam McGuiness, Robert Dubber, Neil Brown, Graham Hughes, Andy Alder, Steve White, Ponciano Perez, Josey Williamson, Nicola Osborn |
| Assessors: | Michael Tynan, Brendan Steenkamp |

**Cycle 5 Highlights**

- **Designing for H&S Pillar**
  Highest scoring contract for this pillar.

- **Workplace Health**
  Highest scoring contract for this pillar
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)

- Near Miss Rate (per 100k hours)
- Overall HSPA Score
- Crossrail CUS Assurance
- Crossrail Health and Safety Audits
- Golden Rules Observation Data

2014/15-P08
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

NH&ST Organisational chart: Construction Team

- HSE Director (SCS1)
  - Stephen Williams (TRA) Head of HSE
- MP and NDD Regional Director / Team
- Jeremy Bird (TRA) Team Leader (Construction)
- Lesley O’Reilly (TRA) Team Leader (Group & Business Support)
- Job Grant (TRA) Team Leader (Policy and HA Team)
- Regional H&SS Business Partner
  - Matthew Barry
    - Based Leeds
  - Regional H&SS Business Partner
    - Vacant Post
    - Based Manchester
  - Regional H&SS Business Partner
    - Vacant Post
    - Based Bristol
  - Regional H&SS Business Partner
    - Vacant Post
    - Based Birmingham
  - Regional H&SS Business Partner
    - Vacant Post
    - Based Leeds
  - Regional H&SS Business Partner
    - Vacant Post
    - Based Cwmbran
- Senior H&SS Advisor
  - Vacant Post
- Senior H&SS Advisor
  - Nick Bledson
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
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
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

- Approx 0.5m recorded incidents on the motorway network per annum
- Significant number of incidents on the APTR
- 217 killed, 1479 seriously and 14,977 slight injuries on the SRN in 2012
- Cost of casualties = £848.2m
- Cost of damage only = £333.0m
- Total cost = £1.2 billion
- Preventable delays
- Significant human, economic and reputational cost
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

ROAD SAFETY MANAGEMENT SYSTEM
Collect data and carry out evidential research to monitor implementation and effectiveness of the vision

ROADS
Raise the inherent safety and protective quality of the network for the benefit of ALL road users

VEHICLES
Encourage deployment of improved vehicle safety technologies for both active and passive safety

PEOPLE
Develop intelligence led, innovative programmes to improve road user behaviour, with measurable outcomes

POST COLLISION RESPONSE
Improve post incident responsiveness to minimise the impact on casualties and the road user

HA DESTINATION
STATEMENT

Reactive Safety Fixing Problems
HA driven (current reliance on Value Management prioritisation)

Proactive Safety Incident Prevention
Partnership Working
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

VALUE
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
Headsines

• £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
**Design & Engineering Services**

- **Indicative Total Spend**: £500m
- **Delivery of schemes ranging from £25m to £100m** (Min Notation Value = £50m)

**CONSTRUCTION**

- **Lot 2**
  - **Ability to grow to deliver schemes ranging from £100m to £300m**

- **Lot 3**
  - **3A**
    - **Delivery of schemes ranging from £100m to £450m** (Min Notation Value = £150m)
  - **3B**
    - **Delivery of schemes ranging from £25m to £100m** (Min Notation Value = £50m)

**Supplier s**

- **Design & Engineering Services**: 10 suppliers
- **Indicative Total Spend**: £450m
- **Ability to grow to deliver schemes ranging from £25m to £50m**
- **Delivery of schemes ranging from £0m to £25m** (Min Notation Value = £25m)

**Construction**

- **6 suppliers with Indicative Total Spend**: £1.15bn
- **5 suppliers with Indicative Total Spend**: £2.9bn
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

LEARNING
- Reliable Process
  - Improvement & Measurement
- Transparency
- Continuous Learning

CULTURE
- Accountability
- Teamwork & Communication
- Leadership & Psychological Safety
- Negotiation
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

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
This is why we must go home safe every day.

They Would Miss You.

My daddy works on this site
Alex aged 5

Please drive carefully
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<td>Plant Person Interface, Mark Bridges</td>
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<td>Behavioural Based Safety, Ian Nixon</td>
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<td>Occupational Health, Mark Lowe</td>
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<td>H&amp;S Excellence Wheel, Leon Reilly</td>
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<td>Audit / Inspection, Matthew Barry</td>
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<td>Constructing Better Health, Polly Begy</td>
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<td>Road Worker Safety Forum, Mark Neville</td>
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<td>A14 Whole Life Safety, Jason Letts</td>
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<td>Health and Safety Laboratory, Karen Roberts</td>
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<td>CITB National Skills Academy Construction, Luana Bills</td>
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<td>Behavioural Safety HA Customer Ops, Claire Williams</td>
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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

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#### SWOT – Table Clusters

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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