



AMP 5 Excellence in Health & Safety Awards 2011

The
Best Practice in
H&S Collaboration
Award

GBM

Table of Contents

Introduction	3
1. Commitment and Involvement	4
2. Measureable H&S Benefits.....	7
3. Environmental Savings.....	8
4. Attachments	9

Introduction

GBM is a joint venture working for Thames Water as a framework design and build contractor.

A critical part of the GBM culture is its focus on Health and Safety: it will be a priority at every stage of the delivery process from design through to commissioning and handover.

Our Health and Safety vision is to achieve a zero incident target based on continuous improvement in behaviours encouraged by consistent leadership, high performance targets and the promotion of best practice with all stakeholders.

A robust safety management system, comprising of a Health and Safety Policy, together with Standards, Procedures, Checklists and ProFormas, provides guidance on how GBM and its sub contractors will undertake their work in accordance with all relevant statutes. This is supported by a behavioural based Safety Training Programme aimed at producing a thorough and shared understanding of the health and safety risks. This has proven to increase awareness of health and safety responsibilities and lead to better performance.

GBM's commitment to improved Health & Safety is led by a team of Safety Advisers, supported by Senior Managers, who form the Safety Advisory team. They review audits, implement training and develop initiatives which are endorsed by the Senior Leadership Team and Board Members. Comments and feedback are encouraged from all quarters and we are pleased that so many employees are keen to input best practice from their own background in order to enhance the procedures we have set down.

Pro active communication within a clear cascade system, based upon face to face toolbox talks supported by DVDs, posters and alerts, aims to keep Health and Safety behaviour at the fore front of delivery. Accidents are investigated swiftly and thoroughly with remedial action taken to ensure that learning points are embraced straight away. We shall also be collaborating with Thames Water's Health and Safety Teams with the aim of aligning ourselves with any Health and Safety initiatives they launch.

The Senior Managers are also actively engaged in supplying information to the Safety Hub, supporting the SLT and the Safety Forum not only in presence but also in actively promoting and participating in new initiatives

1. Commitment and Involvement

GBM actively seek to engage with all involved in AMP 5 delivery including other contractors, suppliers, subcontractors and their workforce in order to apply best practice procedures in health and safety and achieve our Health and Safety targets. The flow of information and interaction is demonstrated by the Health & Safety Flowchart (1)

The interaction includes:-

Senior Leadership Team

Health & Safety Forum

Open Space Meetings – internal meetings held at all levels encouraging participation and feedback

Briefings – daily site briefings, toolbox talks and safety initiatives

As well as embracing the Client's needs through:-

- **TW Forums**

As part of the three monthly forums, GBM have along with TW and all the other contractors been able to present their issues, solutions and best practice ideas for others to gain knowledge. This forum has already shown contractors' willingness to share information and provide supportive comment on initiatives and incidents.

- **TW Input to GBM**

A site induction given to various Thames Water personnel including Head of Programme Delivery (Scott Wilkins) lead to suggestions as to three key messages we should include giving the TW viewpoint on H&S. This was duly noted and included with them being reinforced when Scott Wilkins was invited to make a presentation at the December GBM Team Briefing. The monthly briefing allows the Senior Leadership Team to explain to the team what is happening in each area of the business

Other areas of collaboration include:-

- **Senior Leadership Team - TW AMP5 Inductions**

It has been recognised that there is an inconsistency in the quality and content of the various H&S Inductions given by and to Contractors and Thames Water

With this in mind, a working group has been established to set a minimum standard for Inductions or Essential Safety Briefings (ESB) throughout Thames and GBM are taking a lead part in chairing the group and defining the ESB's. GBM are preparing a list of minimum standards for the Construction Sites location and working with other JV's on the Operational Works/Site category. These will naturally follow on from the topics in the joint DVD described above and have the benefit of being targeted at defined groups rather than a "catch all".

Additionally it has been recognised by GBM that training in Presentation Skills is required to give confidence to the gangers, foreman and more senior staff to ensure that the message is properly communicated. This applies to all inductions, tool box talk, RAMS and presentations at all levels. A programme of training commences in February 2011.

- **GBM Open Space Meetings**

To date, two Open Space events (3) have been held with the Site Agents and Works Managers present. The object was not only to bring the staff up to date with HS &E issues but also to collaborate more openly with our suppliers in an Open Forum. Through demonstrating products a frank exchange of views, enabled each parties' issues to be aired and recognised giving, where appropriate, an understanding of the problems each face with suggestions as to how they could be overcome.

Companies represented were Hewden plant, Emerson, Speedy, HSS and Biwater Plant

The key outputs from our collaborative approach include:-

- **Senior Leadership Team - DVD**

GBM accepted the challenge to produce a DVD site induction for use by the 3 other of the joint venture partners, MGJV, Optimise and Black & Veatch. This is in production and filming is nearly complete.

The contents (3) are

Opening address from Lawrence Gosden (Thames Water)

Voice Over

- Hazard Identification & Near Misses
- PPE

HAZARDS OF LIVE WORKS

- Aeration lanes
- Confined Spaces
- Gas and Chemicals (COSHH)
- Tankers

HAZARDS ON CONSTRUCTION SITES

- Working at Height
- Heavy Plant – (CPCS cardholders)
- Manual Handling
- COSHH
- Asbestos
- Slips, Trips and Falls

- Noise and Vibration
- Existing Services (Buried / Overhead)
- Mobile Phones, I Pods and other devices.

CONTROLS

- Risk Assessments
- Method Statements (SSOW's)
- Permits to work
- Supervision
- Planning Meetings
- H & S Notice Boards

The dvd is not meant to replace a Site Induction but to complement it in a proactive way by showing in practice what we describe in the induction.

• TW Forums

As part of the three monthly forums, GBM have along with TW and all the other contractors been able to present their issues, solutions and best practice ideas for others to gain knowledge. This forum has already shown contractors' willingness to share information and provide supportive comment on initiatives and incidents.

• TW Input to GBM

A site induction given to various Thames Water personnel including Head of Programme Delivery (Scott Wilkins) lead to suggestions as to three key messages we should include giving the TW viewpoint on H&S. This was duly noted and included with them being reinforced when Scott Wilkins was invited to make a presentation at the December GBM Team Briefing.

The monthly briefing allows the Senior Leadership Team to explain to the team what is happening in each department of the business.

• GBM Open Space Meetings

To date, two Open Space events (5) have been held with the Site Agents and Works Managers present. The object was not only to bring the staff up to date with HS &E issues but to demonstrate products and to meet suppliers with whom they are dealing, prompting a frank exchange of views, enabling each parties' issues to be aired and recognised giving, where appropriate, an understanding of the problems each face with suggestions as to how they could be overcome.

Companies represented were Hewden plant, Emerson, Speedy, HSS and Biwater Plant

2. Measureable H&S Benefits

(Reductions in accidents, improvement in working days)

- **HAVmeter**

From a demonstration by Speedy Plant Hire of the HAVmeter (4) it was obvious that this was a specialist tool which would assist in the recording of data regarding the amount of exposure to vibration. The HAVmeter system saves time and money. Working practices become more efficient and productivity can be maximised

It is incumbent on all employers to record their operatives exposure times and by using this device the information is automatically stored until downloaded on computer to give graphical, easily readable information.(5)

In order to get the full benefit of this equipment it needed to be fitted to all vibrating hand tools but they were not all supplied by Speedy. Our open space meeting brought together Speedy and HSS, our other supplier of small tools, who acknowledged that it was in everyone's' interest to allow the device to be fitted to their equipment.

The immediate result after the first download in January 2011 demonstrated its effectiveness whereby one operative was found to have been using a tool an excessive amount and the tool proved defective giving greater vibration readings than standard. (5)

Observed Benefits - as reported by the manufacturers from their clients

- Increased Efficiency and Accuracy of Record Collection
The Introduction of Simple Reporting Allows a clear assessment of workforce exposure in line with legislation and HSE, keeps an accurate records of exact exposure times
- Insurance Premiums
Lowered as reduced risk to operatives and future claims
- Increased Productivity
Operatives overestimate exposure, 15% average increase in productivity observed
- Worker Involvement (Operator self management)
Currently big HSE drive
- Work sharing
Automatically reduces extreme exposure from teams

- **GBM Open Space Meetings**

- The feedback from staff exposed the difficulties which one plant hire supplier (Hewden) was sending agency drivers who were not up to standard. The supplier described how they were stepping up recruitment of their own drivers and how they were planning to achieve this.

As a result of this meeting the senior management visited the GBM H&S Manager who explained what was expected in the training of drivers, the certification of plant and the auditing which would be undertaken. It was explained that experience of the loss of a bucket from an automatic quick hitch coupling on another site had led to the thorough re-examination of procedures and certification of quick hitches with recommendations produced to negate incidents of this kind.

A rival company who has been engaged was used as an example who had undertaken additional training outwith site hours on Quick Hitches with drivers being trained and certified on each individual make, thus going beyond the standards of most companies including Hewden. It was stressed that training to this level was expected of all plant hire companies prior to drivers arriving on site. This gave clarity of understanding to Hewden which wasn't there before.

- Thames Water staff were invited and explained their auditing procedures and operational interface providing information which will help in the adoption of controls leading to H&S performance improvement.

3. Environmental Savings

- **Minimalisation of off site disposal**

In an effort to minimise costs and with the benefit of creating an improved environment, it has been possible to use excavated material to form landscaping mounds and bunds (Chertsey and Woking) thus creating natural screening and habitats for wildlife.

This has only been possible because GBM and Thames Water had the foresight that this as not just a simple cost reduction exercise but had environmental benefits by negating transportation and landfill together with the attached taxes, reducing the carbon footprint of the project, improving the outlook of neighbouring property and the ecology of the site.

- **Habitat Creation**

A site initiative by GBM at Hillcrest Road, Ealing to form an ecological habitat using sections of felled trees laid in a criss cross pattern was successfully undertaken with the sanction of the Ealing Council Arboreal Officer. As the pile rots down the habitat is formed. The remaining parts of the trees were chipped and used elsewhere so there was zero return to landfill.

4. Attachments

- 1) Health & Safety Flow Chart
- 2) Open Space Meeting Agenda & Feedback
- 3) DVD script
- 4) HAVmeter details
- 5) HAVmeter download