



AMP 5 Excellence in Health & Safety Awards 2011

The Best Health and Safety Improvement Award

GBM

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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.

The behavioural safety initiative introduced at Cranleigh wastewater treatment works proves how seriously behavioural safety is taken by GBM and the identification and implementation of improving conditions on site to reduce accidents is of paramount importance. Behavioural safety is continually evolving and improving within GBM to ensure cultural problems do not exist or develop within GBM and their supply chain. GBM roll out behavioural safety briefings at the open space site managers meetings and then they are rolled out to site staff. GBM intend to roll out all the initiatives to all sites where GBM. The aim of the behavioural safety work being undertaken within GBM is:

'To engage and implement changes that would result in cultural and behavioural changes improving the level of accountability and awareness regarding health and safety on site.'

To gain the understanding from the workforce that nearly all accidents are caused and therefore can be prevented is the underlying message GBM is trying to communicate with the implementation of a behavioural safety statement and implementation plan.

1. Employee Engagement

(How have the workforce and its representatives been involved in the improvement of health and safety behaviour).

To engage and implement changes that result in cultural and behavioural changes and the improvement of the level of accountability and awareness regarding health and safety on site, GBM have implemented numerous initiatives and changes to working practice that have included the workforce and its representatives.

These have been rolled out as a trial at Cranleigh site where feedback and monitoring can help ensure prior to being rolled the initiatives are effective out across all GBM sites. The whole of the site is responsible for actively implementing the initiatives and ensuring everyone at work remains safe.

GBM promote a 'tap on the shoulder deserves a polite reply', positive intervention approach which means if you think some-one is working unsafely or in an unsafe condition/environment you should approach them and air your concerns. If you are approached, then even if you are actually working safely, ensure you reply politely.

The team also included visiting health and safety advisors to undertake audits and investigations along with the identification of the root causes of any incident and the remedial actions required. These include:-

- **Monthly Safety Advisory Groups (SAG)**

Safety Advisory Groups are being introduced to ensure workforce inclusion and engagement. They are to be held on a monthly basis, chaired by a nominated person (not site management) and attended by key representatives throughout the supply chain. They primarily work at removing any communication barriers and encouraging feedback and input on all health and safety matters. This has evolved to include collaboration on all aspects of work undertaken on site. This ensures that there is two-way communication for all companies working on site.

- **Toolbox talks**

Toolbox talks (1) are presented to all employees throughout the supply chain working within GBM. The content of the toolbox talks is usually based on specific elements of work that are due to be carried out, and the risks and the best practices that have been identified from previous experiences are explained to all parties. The content will also be tailored and a toolbox talk delivered if there has been a significant amount of feedback or as a result of hazards identifying a particular trend.

- **Climate surveys (every three months) (1)**

A recent addition to the portfolio of tools being utilised is the introduction of a climate survey. This survey was given to both supervisors/management and operatives so that a concise picture from both sides could be ascertained regarding the topics addressed. The climate survey provides a benchmark that can be built upon and improvements can be made addressing any issues that arise from the survey before the next quarterly one takes place.

- **Behavioural Safety Training (1)**

To ensure the foundations of behavioural safety and its importance were driven home to all GBM employees, behavioural safety workshops were organised and delivered in 2010. The workshops were designed to develop an effective behavioural culture. Feedback was obtained from attendees.

- **Best practice documents (1)**

Best practice documents are not secular. They can come from any site within GBM's regional businesses and they can also come from other contractors. They are conveyed by means of toolbox talks and posters placed on notice boards.

- **Inductions (1)**

Everyone working or even visiting the site is required to undergo an induction relative to the work they are about to undertake on site. GBM have standard inductions for employees and visitors which includes 'a tap on the shoulder deserves a polite reply' initiative and hazard identification, along with other requirements which are incorporated into the ACOP Construction Design Management. The employees Inductions are lengthy and interactive, GBM feel that this time is wisely spent and will help promote good communication, set out required standards and help calibrate staff to a high level of conformity in all areas of health and safety.

- **Behavioural safety presentations (1)**

The entire workforce on site receives the behavioural safety presentations:

BBS 1 - Stanley Mailgram's video followed by a discussion on calibration and conformity for site managers and supervisors. This experiment shows how easily people can be instructed to inflict harm on others on the instructions of someone they deem to be in an authoritative position.

BBS 2 – is briefed to all operatives, it includes - why do we take risks? Accidents are preventable, unintentional blindness which includes a visual test and the 'tap on the shoulder deserves a polite reply'.

BBS 3 – (Time v Risk) is briefed to all site personnel and looks at mental excuses, habit forming and risk taking.

BBS 4 – is briefed to all operatives, it includes - Taking short cuts, using equipment, peer pressure, mental excuses, deviating from agreed SSOW and behavioural safety starts with you.

- **A behavioural safety calculator (1)**

The Supervisor on a daily basis completes a behavioural safety calculator and this is primarily based on informal feedback and discussions following observations of unsafe acts and conditions. The observations are plotted onto a site map so that key areas can be identified e.g. poor housekeeping in one area could be identified as being too far away from the skips. Ongoing behavioural safety briefings will be created after reviewing the information that was gathered from the analysis of the information gathered from the behavioural safety calculator

2. Leadership Commitment

(How is GBM committed to improving health and safety behaviour within the process of continual improvement?)

The fundamental reason behind this whole initiative is to ensure a reduction in the number of health and safety related accidents. To help guarantee this a Cultural and Behavioural statement (2) written for GBM has been drawn up and is briefed out to everyone who works for the company at their Induction. The cultural and behavioural statement sets out very clearly a tangible set of goals. These in turn provided the basis for the behavioural safety action plan (2), which laid out clearly what was to be achieved, and this is reviewed periodically to ensure actions are being achieved.

As set out in the cultural and behavioural statement under the section 'Targets and Measures', we can see where it has been broken down in to proactive and reactive measures. The proactive measures include recording the number of toolbox talks given, collating the hazard identification reports and recording safety improvement suggestions. Whilst the reactive measures include the reportable accident rates, lost time (one to three day) accident rates, all accident rates (including lost time and minor – first aid) and RIDDOR rates including dangerous occurrences. Measuring both proactively and reactively enables goals to be set and initiatives created from feedback.

Reviewing the measurement and goal setting initiatives and procedures we can see that there has been a lot of good work achieved and the implementation of best practice working has been an integral factor in this. The methods utilised include:

- **A behavioural safety calculator (1)**

The Supervisor on a daily basis completes a behavioural safety calculator and this is primarily based on informal feedback and discussions. Ongoing behavioural safety briefings will be created after reviewing the information that is gathered from the analysis of the information gathered from the behavioural safety calculator

- **A climate survey (1)**

A climate survey was completed by both managers/supervisors and operatives. The questions asked were phrased slightly differently to ensure that the 'bigger' picture was captured to ensure a level platform to benchmark from different points of view. Without an initial benchmark, there would be no constructive basis for development and improvements to be made. The second climate survey (2) is due to be undertaken in the coming weeks. This one is based on the findings from the earlier survey and any feedback that has been received from other sources.

- **Hazard Identification**

Hazard Identification Reporting cards (4) are completed by anyone working or visiting the site as and when a hazard is spotted and the analysis of the identified hazards to report trends is used to facilitate either a positive communication or remedial action. Urinal Posters are updated monthly to show hazard identification trends for the previous month and year to date; these posters can also include other key data and information. GBM have an incentive scheme, for every hazard identification card completed GBM will donate 25p to Water Aid, 25p to a charity of the site's choice and there will be a monthly draw where an individual will receive £50.00 in vouchers. The reporting categories on the hazard identification spreadsheet are the same as the Thames Water categories making transfer of information easier.

- **SSER (2)**

SSER (audits) are carried out at least once a month. The Health and Safety Advisor from GBM audits the site and the findings are passed to the senior managers on site to ensure remediation work is carried out and any issues highlighted are resolved.

- **4 Weekly Plan (2)**

The purpose of this document is to review all Health, Safety and Environmental aspects of the work. It must cover both ongoing and future works covered by the next 4 week period as a minimum. It will identify health safety and environmental requirements, safe working practices and training requirements. The 4 weekly plan is conducted between the Health Safety and Environmental Advisor and Site Management.

GBM has identified that senior management commitment is fundamental to a positive health and safety culture. Managers need to lead by example and at GBM; we expect this high level of leadership and accountability. The organisational chart shows, ultimately the Contract Director is ultimately responsible for Health and Safety. On site, a specific site management structure is published and represents the chain of command throughout the site so that everyone knows who does what job and where responsibilities lie.

There are numerous ways GBM ensures senior management accountability and competent supervision and these are just a few of them,

- **Roles and Responsibilities**

The roles and responsibilities are assigned from the Contract Director down and all senior managers have a part to play.

- **Senior Management Site Tours**

Site Tours are carried out at least once a month by a Senior Management visiting site. They are primarily undertaken so that any hazards or working practices are reviewed by someone not directly involved on a day-to-day basis with the site, and to also ensure that the message is loud and clear that there is management accountability for all actions that are undertaken.

- **Inductions (1)**

Everyone working or even visiting the site are required to undergo an induction relative to the work they are about to undertake on site. Either the safety coach or a senior manager carries these out

- **Continual Improvement**

Issues that have been raised not only via hazard identification reporting but also from the SAG meetings, behavioural safety calculator and also informal feedback that has been received will lead to the development of future behavioural safety briefings.

- **Open Space Meetings (2)**

Open Space Meetings are for Site Agents/Managers and comprise of presentations from suppliers, clients and GBM staff on relevant topics e.g. the contract and procurement, confined spaces, Thames Water Operational Interface and behavioural presentations. Their aim is to impart key information to Site Management and promote a positive proactive safety culture. As part of continual improvement and collaboration with the supply-chain, GBM liaises with other contracting companies to see if there is anything within their systems and processes that GBM is not currently doing and would prove beneficial to implement as an initiative to improve health and safety.

GBM Team Briefing (2)

GBM Top Management present monthly to all GBM employees on where we are in the AMP, what targets are set and where we are meeting them or need to improve. Best practice is discussed and rewards are given where management think they are deserved e.g. 100% in SSER. The team briefing is very positive and highlights positive actions and encourages team effort and projects GBM as a team.

- **GBM Return to Work (2)**

All Site Management delivered a return to work induction prior to work commencing after the Christmas break. The induction included numerous control measures with a view to ensuring everyone works safely. Controls included checking all fencing and equipment, reviewing all SSOW and re-briefing them to operatives.

- **Praise**

Though this is something that is immeasurable in terms of performance, praise is always well received and although it is primarily given in an informal way, the culture within GBM is one that praises at every opportunity

GBM see goal setting as continuous improvement and as such, this can be extremely fluid. Although there will always be some goals that need to be achieved there are 'softer' behavioural ones that will need adapting based on feedback received and the uptake of some of the initiatives that are put in place.

GBM aim to introduce a behavioural safety DVD over the next 12 months as part of their continual improvement approach to behavioural safety.

3. Reduction in Accidents

(Demonstrating that initiatives or processes are based on analysis and an understanding why unsafe acts are occurring)

Identifying and addressing the root cause of an unsafe act is at the top of agenda for GBM's Health and Safety Team. The basic understanding is that unless the root cause is addressed, the issues resulting from the problem will continue. By directing corrective measures at the root cause the probability of the accident/occurrence happening again is minimised. Root cause analysis is an iterative process and at GBM, it is viewed as a tool for continuous improvement. There are several areas where GBM review information. These include:-

- **Accident investigations**

Accidents are investigated thoroughly in collaboration with the client and the rest of the supply-chain. Following on from the incident safety alerts, presentations and toolbox talks are normally published, delivered and dispatched to other organisations (3).

- **Hazard Identification Reporting**

The identified hazards that are being reported are then analysed and this is followed up by either a poster campaign highlighting the most frequent / most dangerous near misses that have occurred. If there is a trend that becomes apparent from the Hazard Identification process data, a tool box talk is produced and given to all employees throughout the supply chain.

- **Use of a behavioural calculator (3)**

The behavioural calculator is a method of capturing information and analysing it to see whether the problems are unsafe acts, unsafe conditions and establishing the root cause along with the reasons why the problem was occurring. Locations of persistent observations are plotted onto a map of the site which can highlight solutions e.g. not wearing correct goggles in a work area may reflect the fact that it is too far from the stores which creates a time versus risk scenario.

- **Quick Hitch control measures**

GBM have introduced a quick hitch booklet (3) which requires completion by machine operatives and counter signing by the banksman each time the attachment is changed. Operatives have fully co-operated with this initiative as they recognise the risk involved. GBM have issued quick hitch recommendations (3) which are briefed to operatives working on site with excavators. Posters (3) have also been developed to promote good working practices with excavators. In line with HSE recommendations and industry standards GBM do not allow the use of Semi-automatic quick hitches.

- **Briefings**

Briefings are undertaken daily and as and when necessary and there is a specific message to relate. An example of this could include, when a specific area of work is to commence, everyone involved in that task will be gathered together for a briefing before work starts. This ensures all hazards and risks have been identified and are being communicated to the whole team in a way which allows clarification if required.

- **Toolbox talks (1)**

These are a method of communication that address actual and anticipated safety concerns for scheduled work or they are used as an information tool on feedback that has been received.

- **Behavioural safety presentations (1)**

The first of these was created based primarily on the findings of the behavioural safety calculator (3).

- **Urinal Posters (4)**

These were a great idea that came from a feedback session. Posters are created on a monthly basis and they contain information relating to near miss reporting, unsafe act and conditions and general awareness notices. They are called urinal posters as they are primarily posted on the back of the toilet door.

In the near future GBM aim to introduce:

- **Job Safety Analysis**

For every job done on site a Safe Systems of Work (SSOW) is completed; Job Safety Analysis is a two way audit of the safe system of work against what is actually happening on site, checking that all operatives have signed the SSOW, that the correct tools and equipment are being used and that all other controls in the SSOW have been put into practice. The Job Safety Analysis also allows the operatives to voice better ways of doing the job and any suggestions they may have. This tool will hopefully encourage operatives to keep to the agreed method of work thus reducing accidents on site.

- **Safe Plan of Action**

An extension of the 'start of the shift' briefing where hazards in the direct working environment are identified, it references the SSOW for the job being completed ensuring that the agreed method of work remains fresh in the mind of operatives. It also identifies a change of operatives in the team and any change in conditions from the previous day.

- **Safe Game Plan**

This covers activities on site which may not be covered by a method statement e.g. moving a bag of cement to and from a storage area. It identifies hazards associated with the task and the environment and suggests control measure which should be adopted prior to the task commencing.

4. Increased Hazard Reporting

Communication is a high priority within GBM and it has been identified that the repetition of communications can have a positive impact, as it is an iterative process. There are numerous ways that awareness is raised and behavioural issues enhanced. At GBM these include,

- **Hazard Identification Cards (4)**

The cards have recently been redeveloped to make them more user friendly, they incorporate pictures and are not time consuming to complete. The incentives offered (25p to Water Aid, 25p to a charity of the sites choice and £50 a month to an individual) also promotes increased reporting of identified hazards. All spreadsheets containing the details of hazards identified are returned on a monthly basis and entered onto a master copy so that trends throughout GBM can be identified and figures of reporting can be watched. Measures to increase reporting such as toolbox talks and practical sessions can be rolled out if and when required.

- **Urinal posters (4)**

The urinal posters show how many hazards were reported and by whom (GBM or contractors) they were reported by. This encourages people to report hazards

- **Leading by Example**

Management use the hazard identification cards, a filter on the spreadsheet (4) allows us to ascertain percentages of workforce and management reporting hazards

- **Feedback on Hazards Reported.**

Site Managers give operatives feedback on identified hazards, so that individuals know that corrective measures have been undertaken and that the completion of the hazard identification card is appreciated and worth while. The urinal poster (4) also gives feedback on trends and corrective measures.

5. Attachments

File	Document	Evidence of
(1) Employee Engagement	1. BBS1	Behavioural improvement programme/training
(1) Employee Engagement	2. BBS 2	Behavioural improvement programme/training
(1) Employee Engagement	3.BBS 3	Behavioural improvement programme/training
(1) Employee Engagement	4. BBS 4	Behavioural improvement programme/training
(1) Employee Engagement	5. Behavioural Safety Calculator	Observations of unsafe acts and conditions and causes – completed and uncompleted forms
(1) Employee Engagement	6. Behavioural Safety Training	1. emails confirming training 2. Safety feedback 3. Safety culture maturity – training steps/progress
(1) Employee Engagement	7. Climate Survey	Evidence of anonymous feedback so to identify areas for improvement 1. stage 2 survey 2. Climate survey for operatives 3. climate survey for supervisors/management

(1) Employee Engagement	8. Cranleigh	Best Practice from Cranleigh taken during Scott Wilkins visit and briefed out at Dec Open Space.
(1) Employee Engagement	9. Induction	Slides 60,61 & 62 promote behavioural safety in the site inductions
(1) Employee Engagement	10. Safety Advisory Group meeting minutes	Communication without site management, to identify areas for improvement and promote behavioural safety. Employee feedback
(1) Employee Engagement	11. Hazard Identification sticker	In Print at present to be stuck on the front of the hazard identification card holders – promotes good safety.
(1) Employee Engagement	12. Toolbox talk	ABC on Winter working, briefed out on all sites and on the intranet.
(2) Leadership Commitment	1. Climate Survey	Evidence that GBM leadership will analyse data and seek solutions for improvement