

# three zeros



## Dear Colleagues,

Working within the Health and Safety Leadership Team (HSLT) is a fantastic experience. It's a forum where we learn, share ideas and experiences. More than that though, the HSLT through collaboration and commitment of the contractor and Thames Water members, have set in motion changes in how we all manage health and safety.

We have come a long way since the HSLT was established in July 2010. So far, we have set up the excellent Health and Safety Hub, standards for behavioural

based safety, risk assessment and effective health and safety management, new essential safety information guidance for inductions, inspirational leadership training for our supervisors and introduced stand-down events, to name but a few.

The HSLT has worked tirelessly together to identify, prioritise and implement practices that we believe will improve the overall safety and health of those working and living across the region.

It is important to me and all of the HSLT that we maintain the momentum of the work to date. We are relentless in our approach for further improvement and the drive to achieve our shared vision of zero accidents, zero harm, zero compromise.

The various HSLT initiatives have been realised with the knowledge and experience of the individual members and their extended teams. The outputs are practical and provide a focus for improvement for everyone.

During my chairmanship, I want to ensure that we continue to embed the initiatives developed to date and renew our focus on

health and safety leadership behaviours, well-being, enhancements of the Health and Safety Hub, and supply-chain/sub-contractor engagement.

The health and safety of everyone working for our businesses is more important to me and the members of the HSLT than anything else. I know we can keep our people safe and eliminate accidents from our sites and offices.

I hope you enjoy this HSLT newsletter, highlighting achievements to date and our focus for the future. We would like to leave you with one final comment.

If the people that work for you and with you see that health and safety is important to you, it will be important to them, so provide visible leadership and actively intervene where necessary.

I would welcome your feedback or suggestions of further areas for focus, and can be reached via [hslt@healthandsafetyhub.co.uk](mailto:hslt@healthandsafetyhub.co.uk)

### Mark Allan

Capital Delivery Director, Black & Veatch  
Chairman, Thames Water AMP5 Health & Safety Leadership Team

## The importance of effective health and safety management

One of the very best guides to effective health and safety through good management is the HSE publication "Successful Health and Safety Management" (HSG65). Fundamental to the success of any organisation is the way in which it makes sure that the "four C's", Competence, Control, Cooperation and Communication are made effective. What this boils down to is having people who understand health and safety following clear ways of working, ensuring that they stay in touch with each other and help everyone involved to do their bit for health and safety.

To help in our drive towards our vision of zero accidents, zero harm, zero compromise, the Health and Safety Leadership Team has developed an essential standard on effective health and safety management.

The essential standard:

- explains the key activities required to ensure effective management
- emphasises the importance of the health and safety management system being specific to the company

- provides a benchmark to measure the effectiveness of the company management system

Neil Murray, Head of Health and Safety at Thames Water said: "An effective health and safety management system is an essential requirement for any company seeking to achieve outstanding health and safety performance. Without an effective system in place, supported by strong leadership, a sustainable improvement in health and safety performance cannot be achieved."

## How collaborative working improves health and safety

The Health and Safety Leadership Team has played a vital role for Thames Water and its contractors over the past two years by demonstrating an exemplary model for collaboration. By agreeing the important things that we have to do, by sharing our own experiences, good and bad, by being open and honest, we have managed to drive up our combined health and safety performance.

There could be nothing more true in health and safety than that leaders must lead for people to follow. The HSLT, for all the challenges that it has

faced from custom, tradition and vested interests, has managed to act as a centre of excellence for communication and cooperation.

It will only continue to succeed if everybody works in the spirit of cooperation, not looking to score points but seeking the greater good for the benefit of everybody. This sort of cooperation will ensure that people go home to their families safe and well every day.

**Neil Murray**  
Head of Health and Safety,  
Thames Water



## ‘I am passionate and uncompromising when it comes to health and safety’



**Jason Aldred**  
Thames Water's Head of Programme Delivery for London Network

I have been with Thames Water now for six months as Capital Delivery's Head of Programme Delivery for London Network. Having spent 25 years in the airport industry prior to joining Thames, I know just how important health and safety is and I am committed to helping us achieve our zero accidents, zero harm, zero compromise vision.

I am passionate and uncompromising when it comes to health and safety and am fortunate to be a member of the HSLT. Being a part of this collaborative group allows me to have a positive influence on health and safety initiatives across AMP5, helping to make sure we do everything we can to get everyone who works with us home safely every day.

To me the three zeros demonstrates our commitment to the way we do health and safety. As well as using a common language we all understand it sets the bar higher. Walking by, turning a blind eye or not being bothered should never be compromised on. To achieve our vision we need to act and behave in a healthy and safe way of all the time.

It is important for me to set a standard as a role model for my direct teams, contractors and the wider business. As a leader, if I don't role model the health and safety values and beliefs how can I expect my teams to? I want each and every one of us to be passionate about, get involved with and actively contribute to helping us achieve our vision. I actively encourage everyone to focus on the welfare of each other.

## Accreditation for contractors

The first round of Capital Delivery contractors will formally receive Three Zeros bronze accreditation for health and safety performance this month.

The scheme, which is based on the health and safety vision of zero accidents, zero harm and zero compromise, was introduced by the Health and Safety Leadership Team (HSLT).

To achieve accreditation, contractors had to show they had implemented the safety initiatives set by the HSLT – essential safety briefings, inspirational leadership, and behavioural safety.

Lawrence Gosden, Capital Delivery Director, explained: "With a capital programme that spans hundreds of sites and employs over 4,000 people, getting everyone home safely is our biggest priority. Achieving this is only possible with the help of all our contractors.

"We've had a fantastic response and this scheme allows us to recognise those who have embraced our vision and achieved the high standards set by the HSLT.

"Complacency is one of the biggest dangers we face so their continued commitment to putting health and safety first is essential."

Accredited contractors will be able to use the Three Zeros logo on their sites and health and safety documentation.

Having successfully trialled the scheme with Capital Delivery contractors, it will now be open for all Thames Water contractors to apply for accreditation.

To ensure that sites and teams which exceed minimum standards receive the recognition they deserve, the HSLT will shortly be introducing a silver and gold standard to the accreditation to recognise higher levels of achievement.

The new process will also include two further initiatives against which candidates will be assessed – risk assessments and effective health and safety management.

Contractors who wish to apply for accreditation will need to complete a self assessment checklist and provide information about company processes.

To find out more please visit the Health and Safety Hub or contact [healthsafetyandenvironment@thameswater.co.uk](mailto:healthsafetyandenvironment@thameswater.co.uk).

## Inspirational Leadership 12 months on

Inspirational Leadership looks at how we engage frontline supervisors on an emotional level so that they own and feel responsible for the impact and consequences of their health and safety practice.

To achieve this the HSLT focused on how we develop the critical competencies of supervisors. We looked at best practice across the industry and, in conjunction with the National Construction College, developed an accredited course similar to that run for the Olympic Delivery Authority, another large scale programme facing similar challenges posed by multiple companies working on one project.

The course is designed primarily for frontline supervisors. However, anyone with responsibility for managing personnel or with influence over work activities can attend.

This modular-based programme provides an overview of the principles of active supervision in the workplace to support the existing behavioural safety culture. The HSLT recognised that supervisory and management staff have a key responsibility in influencing others' behaviour.

The programme has been designed to encourage participants to build on leadership skills and qualities that they already possess. It is a vital component of a larger programme of activities which supports our vision of zero accidents, zero harm and zero compromise.

Paul Bresnan, member of the HSLT, said: "At the end of the course, each delegate is more aware of their responsibilities on site. They recognise the importance of active supervision and the positive effects this can have and are able to identify the relationship between unsafe acts/near misses and positive cultural values.

"But it's not just about learning these lessons, it's about implementing them in the field and inspiring others to do so. This initiative sets out to ensure that there is a common approach adopted by all our frontline supervisors on the programme."

**In the first 12 months, over 500 frontline supervisors have undertaken the Inspirational Leadership three-module course improving both their competence and confidence in managing health and safety.**



## ‘I jumped at the chance of joining’

Capula Managing Director Roger Turner talks about being a member of the HSLT.

I was very pleased to be asked to join the Health and Safety Leadership Team. I had been aware of the team, particularly from the health and safety conferences that I had attended, and been particularly impressed by the way this multi-company working group were genuinely collaborating to influence the health and safety practices of such a large client company.

I grabbed the opportunity to be part of it, to try and influence it from an ICA contractor’s perspective and also to learn

for the benefit of my own company.

Capula is not a big employer by the standard of the other companies represented on the HSLT. However, in common with those larger companies we have to ensure that staff always have a safe and healthy working environment in which to perform their duties.

This is encapsulated in the zero accidents, zero harm, zero compromise initiative. To me, it says that improving health and safety practices has to be at the top of all our agendas, without compromise, to ensure we are all safe at work. By joining the HSLT I hope to play an influential part in challenging and improving our processes and performance.

## Changing behaviour to improve safety



The behavioural-based safety (BBS) initiative introduced by the HSLT is proving to be a great asset in progressing our health and safety vision across the contractors and sub-contractors working for Thames Water.

In developing the initiative, the HSLT recognised different levels of maturity in the implementation of behavioural-based safety on site from the different partners and organisations across AMP5. To ensure we had a common approach benefiting from best practice, key representatives from the tier one contractors came together to share what they do, and from this the six pillars of behavioural safety were developed.

The six pillars represent the foundation of BBS, and the HSLT agreed that the primary areas of focus should be leadership, engagement, coaching, communication, recognition and measurement. These key topics cover the fundamental attitudes and behaviours that need to be adopted by everyone working on site.

Companies complete a benchmarking process, where they assess their own behavioural safety approach against a range of minimum standards. Depending upon the outcome, companies either deliver a short briefing to all staff reinforcing the importance of behavioural safety, or can seek support from other more experienced companies to help them achieve the requirements set out in the BBS framework.

HSLT member Paul Bresnan said: “Our behavioural-based safety initiative was designed to not only shift people’s thoughts and behaviours, but also to get everyone to operate at a consistent and universally-accepted high standard when it comes to health and safety.”

**Since its introduction, over 4,000 personnel now have a better understanding of behavioural safety and their role in ensuring that everyone goes home safe and healthy.**

## New look for best practice hub

A vital tool in the drive towards a safer and healthier workplace will receive a striking makeover in September.

The Health and Safety Hub (formerly known as One Safety Hub) is a major online resource-sharing initiative between Thames Water and its partners, designed as a one-stop-shop for all health and safety material.

The website houses a wealth of news, training materials and other media illustrating best practice and alerting readers to potential hazards.

The modern, hi-vis look will make it even easier for users to access and share the latest information.

The essential improvements take on board feedback from contractors and include a much more powerful search which will allow filtering of results, a dynamic homepage featuring the latest items added to the hub, a trial of an online forum and a new online form for partners to submit content.

Lawrence Gosden, Capital Delivery Director at Thames Water said: “The relaunch will not only give new impetus to achieving the three zeros target - working towards zero accidents, zero harm and zero compromise – its new name also highlights the importance of health.

“We’re hoping that the new improved, easy to use site will encourage partners to further share lessons learned and best practice.”

You’ll also be able to follow the hub on Twitter to keep track of new material. Visit [www.healthandsafetyhub.co.uk](http://www.healthandsafetyhub.co.uk).

