

Safety, Health and Environment Leadership Team (SHELT)

26 September 2014

10am

Room G.04a Royal School of Mines

South Kensington

Minutes

Present: Michael Lytrides – Director of Estates Projects
Denis Murphy – Estates Projects Construction Safety Manager
Dean Trigg – Estates Projects Construction Safety Advisor
Danny Brittin – Longcross
Kevin Sheridan – Balfour Beatty
Richard Byrne - Laing O'Rourke
Bob Barnett – Russell Cawberry
Stephen Hughes – Head of Safety Estates Facilities
Sara Muir - Head of Energy and Environment
Richard Wilson - Lowe Build
Danny Hine – ISG
Scott Davies – Richardson Hill
Andrew Nightingale – 8Build
Patrick Hailstone – Willmott Dixon
Nicola Mulligan – Skanska
Craig Middleton – SPIE
Phil Winsor – Quest

Apologies: Mike Morrison – SPIE
James Winsor - Quest
David Hughes – Facilities Manager
Stephen Hurt – Willmott Dixon
Surrinder Johal – ICL Director of Safety
Mike Graystone – Skanska
Carlos Griffiths – Bouygues UK

Agenda Item

Action

1. **Item 1 – Attendance and apologies**

- a) Michael Lytrides (ML) and Denis Murphy (DM) welcomed everyone to SHELT's eighth meeting.
- b) Apologies were noted as above.
- c) New attendees to the SHELT group were welcomed.

2. **Item 2 - Agree minutes from last meeting**

The minutes of SHELT's seventh meeting held on 27 July 2014 were

agreed as a correct record.

3. **Item 3 - Actions arising from last meeting**

- a) DM stated the College Environmental Health Policy (CEHP) was in development and being worked on in collaboration with Sara Muir (SM) Head of Energy and Environment, ICL. (See item 6 of minutes for further information).
- b) It was noted that the Terms of Reference (ToR) were still pending submission from Richard Byrne (RB), Laing O'Rourke. It was agreed that this would be submitted before the next meeting. RB

4. **Item 4 – Behavioural Based Safety Training (BBST) – Updates from Contractors**

- a) Richard Wilson (RW), LoweBuild confirmed the dates for the BST were 3rd to 7th November 2014. The following companies were noted as being signed up: LoweBuild, Russell Cawberry, Quest, Elecra, MSL and 1 other external company. **Post meeting note: Training confirmed for 5th, 6th & 7th November.**

Due to limited places on the training, RW added 8Build would attend the next set of training dates.

It was further noted that there had been no response from W&L.

RW explained that there are a total of 22 people on the November course comprising of a range of levels; supervisors, managers and directors.

2 Spaces had been reserved for ICL members on each course to sample. This would allow for feedback in order to bespoke the course in accordance with ICL policies and procedures.

ML thanked those who had participated and added this experience should be viewed as an investment and not as a cost to individual companies.

RW explained that there were specific training dates allocated to and focusing on the different levels. RW

RW to send through information to ML and DM. This information would include agenda and questionnaire. RW

RW requested rooming at ICL be made available for the courses. RW to confirm dates and numbers and provide to Nazma Mojid, PA to ML to look into rooming. **Post meeting note: Training venue has been sourced off campus.** RW

DM stated that the BBST should be a game changer and be reflected in company policies and site procedures. These changes should also extend to the whole of the supply chain, noting supply chain buy in to safety culture developments.

RW advised that the BBST was a spin-off from that developed by the pharmaceuticals giant ICI.

DM added that employment and payment practices could not be ignored and would need to be addressed, if individual and supply chain commitment was to be effective and sustained.

- b) ML explained that a team meeting which had been recently held, had been introduced by Simon Harding-Roots, Chief Operations Officer and

extended to the Estates Division as a whole.

ML added that a recent survey ranked Imperial College (ICL) as number 2 amongst the top global Universities. In keeping with this academic status, Simon Harding Roots stated that Support Services would be working towards a goal of attaining “operational excellence” in every field of our endeavours and this was the task being set for those attending. Each group was to be assigned a theme, like health and safety, identify where we are now and provide a route map towards the improvements needed to achieve operational excellence. The outcome reports would be used to form a Client’s Best Practice Guide.

ML referenced back to the team meeting, explaining that ICL were now part of the Construction Clients Group (CCG). An organisation charged with driving the change agenda in construction, focusing on industry performance and aligned with the Construction Excellence Group.

In order to produce a better built environment. CCG already have ‘big players’ as part of its membership with ICL being the first education sector to be involved. The intention behind becoming a member is to enable ICL to share and learn from experience from other Client organisations such as London Underground, BAA and the Environmental Agency.

The meeting identified and addressed seven priority elements making up the development of the built environment: Client Leadership; Procurement & Integration; Health & Safety; Design Quality; Sustainability; Commitments to People and Relationships.

The impending result of the meeting would lead to discourse on how to best improve upon current ICL policies and procedures.

- c) Patrick Hailstone (PH), WDI raised the question of what it meant to provide adequate training during a period of budget cuts. ML emphasised that WDI’s first project with ICL was the CDT project. It was noted that this was an unusually unique project due to the constant scope changes, mainly due to commercial reasons outside of the remit of control. ML added that WDI’s delivery on the project had been excellent.

ML answered the question by stating that when an accident occurs, time had to be found to deal with it. The cost of training should be viewed as an investment in time rather than wasting time. ML added that there were 20-22 summer projects this year. The term times are set and therefore the time frame available is known. ML added that best practise would be to adopt a two stage approach by planning earlier allowing for an earlier start up time and involving suppliers in the same time frame.

- d) Danny Hine (DH), ISG stated that by 2016, BIM should be applied to all construction projects.

RB added that currently different architects use different systems which tend to lead to inconsistency in integration.

ML added that the requirement by 2016 is in relation to public projects and ICL did not portray itself to be as such. ML added BIM was here to stay and as such ML had already been in discussion with two implementation partners. These two companies would be interviewed in the next couple of weeks and would be submitting proposals with a view to select. ML further added that the chosen company would work in conjunction with ICL over 3-4 months to develop BIM, in terms of its scope of services and deliverables, all within the BIM environment. Imperial West Building E, a new build project would be the pilot for this.

ML stated that record documentation must be prioritised as part of project completion and digital mapping would be required.

SHELT members discussed the use of BIM in the Laing O'Rourke presentation delivered by RB, focusing on the Health and Safety section whereby people could walk through the method statement. The benefits of using such a process were listed as: cutting across language barriers, identifying significant risks in the construction process, highlighting potential clashes with services installation and being used as part of the site induction process.

- e) DM stated that the Supervisor training programme and costs had now been agreed with our provider. However, most supervisors on site were unaware of their organisation's involvement with SHELT and had not been informed of the impending Supervisor training.

Consequently, DM and ML had decided to postpone this training, until after the BBST had been delivered and was being rolled out across the employees and supply chain. The timing for this training would be dependent upon the operational changes observed on sites, as a consequence of company policy changes, following on from the delivery of the BBST.

ML/ DM

- f) It was noted that there was no presence from M&E contractors at this meeting and agreed that this would be beneficial in addressing the challenges currently in play and specifically to ensure they were buying into the BBST scheme on offer. ML and DM stated that the M&E contractors would be contacted directly and requested to attend the next SHELT Meeting.
- g) The subject of the current Approved Suppliers list was raised resulting in ML stating that this should be a topic on the next agenda. Interface issues needed to be discussed in order to acquire consistency for managing systems and specialists. ML added works and the maintenance of works was an area of improvement. For example, the interface with security systems and fire across operations and facilities.

5 Item 5 – Occupational Health Schemes

- a) DM stated that occupational health schemes (OHS) were currently being offered to directly employed staff by the larger companies, but not yet being extended to supply chain partners. Most small to medium sized companies did not have an OHS in place and this needs to be dealt with.

As a member of the Construction Clients Group (CCG), ICL have signed up to everyone having access to an OHS, so all contractors on the approved list will be expected to have an OHS in place, by the end of 2015. DM reminded everyone that Constructing Better Health was a route that could be considered, to meet the ICL Client's requirements.

It was discussed that the major barrier at present preventing implementation was the issue of confidentiality. Nicola Mulligan (NM), Skanska, informed SHELT that Skanska currently had one in place and it was identified that it was more beneficial to keep the disclosed information limited to the onsite workforce. It was requested by the SHELT members that a presentation by Skanska would benefit members to learn and better understand the application of OHS to contractors and direct employees.

NM

DM stated this would be added to the agenda and NM would confirm presentation for October's meeting.

- b) DM stated the impression from the Gren Tipper, during the Constructing Better Health presentation, was that the issue of confidentiality was not as big an area of concern as first anticipated.
- c) ML stated that training support for Occupational Health should be targeted at Supervisors and Site Managers and that these should be in place by next summer's projects. ALL

6 Item 6 – ICL Environmental Health Policy Update

Sara Muir (SM), Head of Energy and Environment, presented the draft format of the Environmental Health Policy clarifying this would sit under the general policy and was specific to construction.

Further work was required for its development. Additional information is needed to be gathered regarding areas such as due diligence and clarification into what standards and targets needed to be included before the document could be finalised.

SM asked the SHELТ members if any of them to date had an ISO14001 accreditation or were in the process of getting one. It was noted more than half of the SHELТ members did or were in the process.

DM advised that a draft document would be attached to the minutes for comment by SHELТ. DM

7 Item 7 - Noise, Dust & Vibration Policies for SHELТ

Item not discussed. To be top of the agenda for October's meeting.

8 Item 8 - Contractor's Reports and Lessons Learnt

- a) Dean Trigg (DT), Construction Safety Advisor, talked through the Contractor's report which comprised of the monthly returns. It was noted that there had been only 1 day lost owing to injuries in July and 5 minor injuries with in August based on the information submitted. Attached

DT emphasised the near misses recorded and stated that there were peaks and troughs. He expressed concern that not all companies were feeding back the information and emphasised the importance of this information, in order to identify trends and discuss lessons learnt.

DM questioned what the standard process on reporting near misses were and requested that companies put their own systems in place through company policy and reinforced during the DABs.

Danny Britton (DB), Longcross, observed it would be beneficial for the monthly report to show comparison of the different companies involved.

DM suggested that this idea would be more credible, once everyone was delivering comprehensive reports and this proposal would be reviewed again next year. ALL

- b) Andrew Nightingale (AN) and Scott Davis (SD) of 8Build talked through their lessons learnt from a crane incident at St Mary's campus.

Issues surrounding the quality assurance process were discussed and it was generally agreed, that the efforts and time expended in planning and preparation for crane lifts, was time well spent. See attached hand-out.

ML added that the crane supplier Ainscough were not to be used again for ILC projects, due to their behaviour and lack of attention to detail, on the crane lift previously discussed under Contractors Reports and Lessons Learnt.

9 **Item 9 – AOB**

Not discussed, due to time constraints.

10 **Item 10 - Date of next meeting**

Next meeting will take place on **Friday 31st October**, in SALC1, Fifth Floor, Sherfield Building, South Kensington at 10:00am.