

Safety, Health and Environment Leadership Team (SHELT)

28 February 2014

10am

Estates Meeting Room 1, Sherfield Building
South Kensington

Minutes

Present: Michael Lytrides – Director of Estates Projects
Denis Murphy – Estates Projects Construction Safety Manager
Ian Gillett – Director of Safety
Stephen Hughes – Head of Safety – Estates Facilities
David Hughes – Facilities Support Manager – Campus Services
Bob Barnett – Russell Cawberry
Brendan Kelly – Graham Construction
Carlos Griffiths – Bouygues
Danny Britton – Longcross
Kevin Sheridan – Balfour Beatty
Richard Wilson – Lowe Group
Simon Camps – ISG

Apologies: Richard Bryne - Laing O Rourke
Kieran Dempsey- Quinn London
Peter Barlow – Parkeray
Mike Graystone – Skanska
Vincent Busk – ISG
Emily Garnell-Morgan Sindall

Agenda Item

Action

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

- (a) Michael Lytrides (ML) and Denis Murphy (DM) welcomed everyone to SHELT's second meeting
- (b) Apologies were noted as above
- (c) It was noted that Richard Bryne would chair the next meeting and present LOR's position on behavioural safety training.
ML added that the next 6 meetings have been diarised and commitment of attendance is of upmost importance in order to work together in a consistent manner and achieve set goals

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

- (a) The minutes of SHELT's first meeting held on 31 January 2014 were agreed as a correct record

3. Item 3 - Actions arising from last meeting

- (a) DM confirmed a meeting was held with Occupational Health (OH) with the outcome that OH are keen and interested but currently under resourced to provide an OH service for construction personnel

DM and ML reminded the SHELТ members of the College’s commitment for OH to contractors and confirmed that they would make this happen and reported this is an ongoing process DM/ML

DM noted that this would be implemented on a test basis at South Kensington and when problems were ironed out and the system was considered manageable, it would be rolled out as necessary, to other campuses

It was agreed that ML and DM would put together a strategy and bring back proposal to present to team DM/ ML

4. Item 4 - Presentation from Richard Byrne - LOR

- (a) An introductory session: Safety on site lead by ML and DM was held in place of the presentation

It was noted that Supervisors play a key role and should not be just a point of contact

ML and DM stressed the importance of attitude and behaviour change was a high level process.

Kevin Sheridan (KS) of Balfour Beatty related information on how BB were implementing Behavioural Safety Training (BST). Commitment from the Directors is key to motivating all other management teams. KS said that providing key personnel with the right skills to provide the leadership was a key principle to ensuring the philosophy ran through to site management and the supply chain.

It was agreed that Richard Byrne would continue with this theme, as part of his presentation at the next meeting RB

DM added that ALL supervisors needed to be empowered to stop work, if considered necessary for health and or, safety reasons.

SHELТ discussed implementation and practice of total quality management in the industry, with a focus to drive standards up to achieve ‘Zero Harm’ to people and the environment.

Points of views were discussed on how the recession has led to a change in the role of full time non-working supervisors becoming working supervisors

DM noted the importance of investing in the right people to make the necessary changes. Companies should not be concerned with what it is going to cost them, rather what it will save them, if contractors resourced the management of risk, in an appropriate way.

ML questioned where the line was to be drawn. It was concluded that only contractors could determine the level of resourcing required to meet their legal and quality control standards.

5. Item 5 - Common standards

(a) Competence of site managers

It was agreed that SMSTS qualification was required as a minimum and evidence is required by the Client, before personnel arrive on site. ALL
It was noted this is stated in Safety Code of Practice

(b) Competence of supervisors

It was agreed that the 2 Day SSSTS qualification was required as a minimum and evidence is required by the Client for supervisors employed by the Principal Contractor, before starting work on site. ALL
It was noted that the Principal Contractor is responsible for ensuring, that all supervisors from their sub-contractors were in possession of this training and that evidence would be available on site for Client's inspection.

(c) Competence of Operatives

It was agreed that the appropriate CSCS qualification was required, as a minimum for all operatives. ALL

An alternate for a Safe pass for Ireland was discussed. It was agreed that this matter would be raised at the next meeting as guidance from HSE was required
DM agreed to contact HSE for clarification. DM

(d) ML added the need for clear data and documentation from contractors, noting that this would help demonstrate compliance with Client's standards and industry best practice.

It was noted the above standards already exist within the Estates Project "Health, Safety and Environmental Code of Practice 2013".

Regarding security and the attendance register for sites, it was noted that some larger sites employ "on site finger print recognition" systems. DM noted that at Imperial, most sites maintain a written attendance register that provides all the above information.

**(b) Concerns over SMSTS versus EIOSH were raised in regards to both being at the same level
DM noted that SMSTS was the Estates Project's preferred training, as this offered a more hands on approach to individuals supervising on construction sites. Further clarification required regarding this matter**

**(c) An alternate for a Safe pass for Ireland was discussed. It was agreed that this matter would be raised at the next meeting as guidance from the HSE was required
DM agreed to contact HSE for clarification** DM

6. Item 6 - Behavioural Safety Training

(a) It was agreed that all contractors would provide information at the next meeting, regarding their current behavioural safety training regime, or what action organisations have taken to date, regarding implementation. ALL

(b) ICL and Long Arrow were identified as potential facilitators for this segment and a possible course was discussed.

ML explained the need to fully understand behavioural safety in order to establish and engage key people to attend course. This would demonstrate established standards and measurable performance

The importance of Daily Activity Briefings was discussed and the need to provide supervisors with the right communications skills, in order to get the key messages across to operatives and encourage feedback and participation.

7. **Item 7 - Enhanced Communications skills training for supervisors**

- (a) DM agreed to discuss with Long Arrow if this should be dealt separately or as part of safety training. SHELТ discussed the need for individuals to take responsibility for their own actions and for contractors to adopt an attitude where everything is ready on site, to allow the supply chain to work safely and productively. DM
- A key issue was raised that people need to be motivated to do the right thing, as opposed to following risk assessments and method statements, without adequate review and discussion.
- (b) ML talked through the visual process that was used by LOR at a BIM meeting that allowed a 3D review of site areas that could be used as a tool to identify hazards and risks, rather than just a design tool. ML noted that this visual process could help alleviate any language barriers.
- (c) SHELТ discussed refresher training for supervisors, providing them with an opportunity to walk through and discuss how the method statement was constructed and put together.

8. **Item 8 - Daily Activity Briefings**

- (a) SHELТ agreed in principle Daily Activity Briefings (DABs) will be introduced and supervisors trained to ensure and reinforce safety controls. ALL
It was discussed that task briefing sheets and the hazards expected with specific jobs should go with DABs.
It was agreed that engagement of all is crucial in order to empower people to question areas of risk
- (b) SHELТ agreed to bring current DABs to next meeting in order to discuss areas where assistance may be required. ALL

9. **Item 9 - Site Safety Monitoring Pro-forma**

- (a) DM explained the importance of having a template in order to understand and work towards common standards. KS/ CG/ DM
Kevin Sheridan (KS) and Carlos Griffiths (CG) agreed to send DM templates
- (b) ML proposed a tracker to record, monitor and demonstrate responsibility for actions and identify key risks
SHELТ discussed colour coding to make it a 'live' tracker and to include protective measures to reduce accidents.
Further discussion took place regarding standardising tracker to be used by corporates and supervisors
ML questioned what percentage of planned inspections were actually carried out and if a tracker could help reduce accidents before they happen
DM stated not to be too concerned with levels of high amber status, as this would demonstrate trends and actions taken on site, to deal with non-compliance issues

SHELT agreed in principal to a tracker and to bring list of incidences (causes and issues) to the next meeting ALL

DM and ML agreed to construct a tracker for SHELT's comments DM/ML

10. **Items 10, 11 and 12 to be addressed at next meeting**

11. Next meeting to take place on Friday 28 March

All meetings will take place in Meeting Room 1, 5th Floor Sherfield Building, South Kensington campus. 10am-12 noon