

Safety, Health and Environment Leadership Team (SHELT)

31st January 2014

2pm

Estates Meeting Room 1, Sherfield Building

South Kensington

Minutes

Item	Subject	Actions
1.0	Introduction	
	<p>Denis Murphy (DM) Estates Projects Construction Safety Manager, welcomed everyone to the meeting and ran through housekeeping issues. Introductions were undertaken around the table and the following Client's team members were identified to the contractors:-</p> <p>Michael Lytrides (ML) Director of Estates Projects Ian Gillett (IG) Director of Safety Sara Muir (SM) Energy and Environmental Manager (Estates Facilities) Stephen Hughes (SH) Head of Safety (Estates Facilities) David Hughes (DH) Facilities Support Manager (Campus Services)</p>	
2.0	Apologies received from Kieran Dempsey-Quinn London	
3.0	<p>Michael Lytrides (ML) welcomed everyone to the meeting and outlined Estates Project's vision of achieving zero harm to people and the environment and his personal commitment to improving safety culture on Imperial projects. ML had worked on the Olympic Park and was keen that ICL SHELT should use the lessons learnt from that experience, to assist the team achieve this vision.</p> <p>ML went on to say that he had been very encouraged by the main contractors' high level of interest in working collaboratively with the College, to drive forward a strong safety culture across our sites. He stated that the College was highly committed to engaging with its supply chain partners, to identify and implement common standards and processes that will bring a sharper focus to our approach to health, safety and environmental management. ML also stated that the College was looking to its supply chain partners to commit the necessary resources by its specialist staff, to bring forward innovative ideas and experience of successful working practices that will add value to SHELT's mission.</p>	
4.0	<p>DM ran through a summary of November's presentation, reminding the team of the extent and complexity of the works undertaken at the Olympic Park and the remarkable achievements. The information included:-</p> <p>62 million hours worked and no fatalities-</p>	

	<p>22 periods if 1 million hours worked with no Reportable injury incidents- 12000 people working at the Park at the height of the activity- An AFR of 0.17 achieved during the period 2010 to 2012.</p> <p>The team were also reminded of our moral and legal obligations to reduce the statistics reported by the HSE for 2012 that included 39 fatalities.</p>	
	The business case was also re-stated, outlining the results of an experiment undertaken by the HSE in 1991, where it was shown that better planning, preparation, attention to logistical detail and supervision, could have contributed to saving the company 8.5% of the tender price. This information is available in the HSE booklet- "The Costs of Accidents at Work". Reference HSG96	
	Ian Gillett reminded the team that the HSE were focusing on key issues, for example work at height and welfare facilities.	
	Sara Muir reminded everyone of the importance of management waste well, not just through the construction phase, but at the end of the project, when the site was cleared and residual materials were perhaps being stored externally. Sara noted at times that materials, such as cement bags and tins of paint were left outside and not adequately stored, such that some of this material ended up in College drains.	
	DM suggested that we need to agree a common standard for storing, use and disposal of hazardous substances, commonly used in our construction process.	
	ML added that we need to include spillages in our generic reporting template and Tier 1 contractors i.e. Principal Contractors, should engage with their supply chain on these matters and bring lessons learnt back to ICL SHEL T for consideration.	
	Occupational health (OH) was raised by DM and reported that ICL would explore the possibility of providing an OH service for construction personnel, at the South Kensington campus.	DM/ML/IG
	It was generally agreed, that ICL personnel should be empowered to stop work, if they considered it necessary to save lives and/or protect College property. Chris Garrow-Morgan Sindall advised that they include a statement on their induction cards that empower anyone on site to stop unsafe work. This should be considered as a standard by ICL SHEL T.	All
5.0	SHEL T Structure	
	The inaugural meeting was chaired by Denis Murphy, Construction Safety Manager for Estates Projects.	
	It was agreed that future meetings of SHEL T would be chaired by contractor's representatives, on a rolling basis.	
	Richard Byrne of Laing O'Rourke (LOR) agreed to chair the next meeting.	R. Byrne
6.0	It was agreed that the meetings would be held monthly, initially for the next 6 months, to allow members to agree strategy, set standards and set timelines for significant actions to be taken. It was agreed that meetings would be held on the last Friday of the month and preferably in the morning.	All
	Meetings will be held at the South Kensington Campus and ICL will provide the room and the refreshments for the meetings. DM to make the arrangements.	DM

7.0	To be successful it was agreed that all parties must agree to the vision and commit to common standards, to assist drive the process forward. There were no objections from the team at the meeting.	
8.0	SHELT Role, Responsibilities and Function	
	ICL SHELT agreed in principle to use the lessons learnt from the Olympic Park Development (OPD), to assist with the development of the ICL SHELT strategy to improve safety culture on ICL construction projects.	
	ICL SHELT agreed in principle to recognise the importance of the research documents commissioned by the HSE and the Olympic Development Authority (ODA) and readily available on the Learning Legacy website.	
	ICL SHELT agreed in principle to use the information contained with the following suite of documents, as a starting point to inform its strategy:-	
	Safety Culture on the Olympic Park-RR942	
	Leadership and Worker Involvement on the Olympic Park-RR896	
	Pre-conditioning for success-Characteristics and factors ensuring a safe build for the Olympic Park-RR955	
	ICL SHELT agreed in principle to develop and implement common standards throughout the group	
	ICL SHELT agreed to develop and implement a common environmental policy for the group.	
	ICL SHELT agreed to implement common competency standards for all site staff and supply chain members.	
	ICL SHELT agreed to implement training to enhance supervisor's communications skills for all site staff and supply chain members.	
	ICL SHELT members agreed to implement behavioural safety training for all site staff and supply chain members.	
	ICL SHELT members agreed to implement a common site monitoring pro-forma and to receive copies of team members reports for review, lessons learnt and action where necessary.	
	Monthly reports to include the following information:- Over 7 day injury accidents Over 3 day ditto Minor injuries Environmental incident reports Anonymous near miss reports Total hours worked for the reporting period (AFR data) AFR for ICL SHELT will be based on the numbers of over 7 day and over 3 day injury incidents per 100,000 hours worked.	
	It was agreed that ICL SHELT will provide monthly reports, through the distribution of the minutes, to all contractors on the approved list. The minutes will be prepared by the chairperson and agreed with DM. DM will distribute the minutes to all contractors and attendees.	Chair/DM
	To agree how culture changes are to be measured, ICL SHELT need to agree the metrics to be measured annually. The ODA employed the Safety Climate Tool which identified 8 metrics. Group members are referred to "Safety Culture at the Olympic Park"-RR942 for more details. This item will be included on the agenda for the next ICL	All

	SHELT meeting.	
9.0	Common standards	
	The following list of common standards is to be discussed and agreed at the next meeting:- Behavioural safety training Daily Activity Briefings Communications training for site staff and supervisors Asbestos Awareness Training Hot Works Passport Scheme (FPA standards)	
10.0	The meeting finished at 1615.	
11.0	Date of next meeting - Friday 28 February at 10am	
	Venue:- Room 1 Level 5 Sherfield Building, South Kensington Campus	
	Chair-Richard Byrne (RB) of Laing O'Rourke	
	Presentation by RB on "Developing a positive safety culture"	

Future meeting dates:

Friday 28 February
Friday 28 March
Friday 25 April
Friday 30 May
Friday 27 June
Friday 25 July
Friday 29 August

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

SHELT Attendance Sheet – 31st January 2014

Name	Company	Email Address	Contact Number (mobile preferred)
M. Greystone	Skanska	mike.greystone@skanska.co.uk	07885704011
Danny Brittin	Longcross	danny.brittin@longcross.co.uk	07919332023
Peter Barlow	Parkeray	peter.barlow@parkeray.co.uk	07966115425
Kevin Sheridan	Balfour Beatty	kevin.sheridan1@balfourbeatty.com	07841783413
Brendan Kelly	Graham Construction	brendan.kelly@graham.co.uk	07801926599
Richard Byrne	Laing O'Rourke	rbyrne@laingorourke.com	07730694408
Ian Gillett	Imperial College	i.gillett@imperial.ac.uk	07712489547
Bob Barnett	Russell Cawberry	bobbarnett@russellcawberry.com	07768944282
Carlos Griffiths	Bouygues Uk	carlosgriffiths@bouygues-uk.com	07949733328
Steve Hughes	Imperial College	s.hughes@imperial.ac.uk	
Sara Muir	Imperial College	s.muir@imperial.ac.uk	
David Hughes	Imperial College	d.hughes@imperial.ac.uk	
Chris Garrow	Morgan Sindall	chris.garrow@morgansindall.com	07976132302
Richard Wilson	Lowe Build	rwilson@lowegroup.co.uk	07973761930
Vincent Busk	ISG	Vincent.busk@isg-plc.com	07887590047
Denis Murphy	Imperial College	d.murphy@imperial.ac.uk	07802493573
Michael Lytrides	Imperial College	m.lytrides@imperial.ac.uk	07714051416