

Safety, Health and Environment Leadership Team (SHELT)

24th April 2015
10am – 12 Noon
SALC 10, Sheffield Building

Minutes

Present: Denis Murphy – Estates Projects Construction Safety Manager – (DM)
Michael Lytrides – Director of Estates Projects – (ML)
Nazma Mojid – PA to Michael Lytrides (NM)
Dean Trigg – Estates Projects Construction Safety Advisor – (DT)
Danny Brittin – LongCross – (DB)
Bob Barnett – Russell Cawberry – (BB)
Carlos Griffiths – Bouygues UK – (CG)
Colm Finnegan – Laing O’Rourke – (CF)
Craig Middleton – SPIE / ICL – (CM)
John Scullion – Quest Interiors – (JS)
Mark Baker – 8Build – (MB)
Mick Stanton – Richardson Hill – (MS)
Nigel Walker – Halsion – (NW)
Richard Byrne – Laing O’Rourke – (RB)
Richard Wilson – Lowe Build – (RW)
Patrick Hailstone – Willmott Dixon – (PH)
Grant James – MSL – (GJ)
Jon Bidlake-Corser – Cofely – (JBC)
John Costen – T Clarke – (JC)
Samantha Booth – Logan Construction – (SB)
Paul Campbell – Kier – (PC)

Apologies: Sara Muir – Head of Energy and Environment – (SM)
Stephen Hughes – Head of Safety Estates Facilities – (SH)
Surrinder Johal – Director of Safety, Health and Safety Services – (SJ)
Ian Seabrook – Laing O’Rourke – (IS)
Mike Graystone – Skanska – (MG)
Lawrence Hooker – LXES – (LH)
Shauna Parke – Kier – (SP)
Phil Winsor – Quest Interiors – (PW)

Agenda Item

Action

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

- a) ML and DM welcomed everyone to the April 2015 SHELT meeting. New attendees were welcomed from Cofely, T Clarke, Logan Construction and Kier.
- b) DM explained that SHELT was established to agree with our contractors, ways to improve construction health and safety culture.

The spur for this was the excellent results achieved during the construction of the Olympic Park and from the legacy documents on how these results were achieved. SHELТ stands for Safety Health Environmental Leadership Team.

Post meeting note: Logan Construction, Kier, Cofely, T.Clarke and Powell Systems to receive Terms of Reference (ToR) document for signing and returning by next meeting.

Please note that the three legacy documents noted below, are mentioned specifically within the ToR and form the basis of the SHELТ strategy for achieving the level of safety culture improvements that will be needed, to drive the necessary changes to behaviours on site.

- Safety Culture on the Olympic Park-RR942.
 - Pre-conditioning for Success etc-RR955.
 - Leadership and Worker Involvement on the Olympic Park-RR896.
- c) Apologies were noted as noted above.

2. **Item 2 – Minutes from last meeting and actions arising**

- a) The minutes of the March SHELТ meeting held on 27th March 2015 were agreed as a correct record.

2.01 **Item 2.01 – Actions arising from March – ICL Safety Champion Training and DAB templates**

- a) DM requested nominations from the contractors, for supervisor names (supply chain partners, not site managers) that can be trusted to step up to the plate and commit to improving their communication skills that will assist with their delivery of DAB's. As Imperial College London will be providing the Safety Champion jackets, jacket sizes are also required for the individuals recommended for this role. ALL
- b) There needs to be a clear commitment from everyone in the site team to fully engage with the workforce and encourage the workforce to take responsibility for the content and implementation of the RAMS.
- c) DM requested that copies of DAB templates are forwarded for review before the next meeting in order that DM and DT can review outcomes during site inspections. ALL
- d) SB advised that Logan Construction do not have a DAB currently but will look at developing.
- e) PH raised concern that different subcontractors turn up at different times of the day making it difficult to undertake DAB's.
- f) DM replied that the structure and delivery of DAB's is the responsibility of the Principal Contractor and DAB's must be completed with the various teams, prior to the works commencing on site.

- g) BB said that as contractors are not in competition on this matter, contractors should work together to meet the Client's requirements. If contractors feel they have a good template then it would be good to share with the other SHELТ members.
- h) DM said any templates received in the next week or so, could be attached to the minutes.
- i) ML said that this would be addressed at the ICL Safety Champion workshop to develop good structure and delivery techniques. It is down to the relevant contractor to manage and deliver a DAB per shift (early, late, night) in order that the tasks to be completed are covered and discussed.
- j) DM advised that CDM2015 requires contractors to engage with the workforce. The requirement to engage is a much stricter legal obligation and must be complied with. The intention of the legislation is to underline the Government's commitment to worker involvement, in site health and safety management.
- k) RB said that LOR have been undertaking DAB's for 10 years and he acknowledged that it had become a tick box exercise and that LOR have taken steps recently to address this and make the DAB's more effective.
- l) Discussion was then held about self-employed operatives and how it can be harder to engage these operatives than those employed directly. Due to this it was mentioned that it would be beneficial to factor training time into the programme, as we always find time to investigate when things go wrong. ALL

2.02 Item 2.02 – Behavioural Safety Training & Occupational Health – Updates

- a) DM asked the new contractors to provide statements as to how they cover BST and Occupational health for their operatives.
- b) DM said that Neil Lancaster from SOG Ltd had been in contact in regards to finding a room at ICL for some BST training in June. DM asked which contractors had replied. Lowe Build, 8Build, MSL and Quest advised they would be sending operatives. RW said he thought it would be at SOG facility in Dagenham and DM advised that SOG had asked for ICL help and would follow up. Contact details for SOG are noted below.

SOG Limited Contact: Neil Lancaster on 07801 203870 or
www.dealwithittraining.co.uk

Reminder - timeline for actions during 2015:

- Principal Contractor's must get everyone, including supply chain partners, through BBS training.
- Principal Contractors and supply chain partners must make policy changes to reflect their commitment to safety culture changes and share those changes with SHELТ members.

- All Supervisors must attend soft skills training.
- Principal Contractor's must initiate Daily Activity Briefings (DAB) on every site and ensure supply chain partners have the skills, training and abilities to undertake meaningful engagement with the workforce.
- All personnel involved in on-site construction activity, including supply chain members, must have access to an occupational health scheme by the end of 2015.

Imperial College London supports Construction Better Health (CBH) and urges all contractors to sign up CBH, the only national not for profit scheme developed by construction, for construction personnel. If the industry supports CBH with big numbers of individuals and companies registered, then CBH has advised that the costs can be gradually reduced.

3. **Item 3 – Draft Vibration Policy for SHEL**

- a) DM introduced and described what standards ICL would be looking for on projects. It should be considered during the tender stage that all control measures are costed and quoted in tenders.
- b) DM added that contractors need to consider better options by reviewing the tasks early on and adopting engineering and mechanical aids, rather than simply relying on PPE.
- c) The policy will be attached with the minutes and everyone should review and provide comments accordingly, even if it is to say no comment. ALL

4. **Item 4 – Feedback for Noise and Dust policies presented in March**

- a) DM stated that no replies had come in regards to the policies following their presentation last month. As per the vibration policy, DM asked that all contractors review the noise and dust drafts and provide a response with comments or no comment to make. ALL
- b) DM added that once comments were received, ICL will look to issue in June 2015 and these will be added to all policies and will feature in tender information.

5. **Item 5 – Contractor's Monthly Statistics**

- a) DM presented the statistics and said there was minimal change from last month.
- b) DM asked RB for an update for the two RIDDOR's at Imperial West. RB replied that the operative that sustained the thumb injury is still off work but may return later this month and that he is unaware of the days lost to date for the dumper driver and will check.
- c) DM raised a query regarding the low number of minor accidents being recorded.
- d) BB and PH replied that better control measures are in place, with PPE being enforced on sites.
- e) ML added that the low figures are commendable and congratulated everyone for their efforts and continuing commitment. ML stated

that contractor's supervisors need to motivate the workforce, so that everyone takes responsibility for their own safety and for the safety of those around them. This is necessary to take the pressure off site management.

6. **Item 6 – Lessons Learnt**

- a) A presentation by Cofely regarding a cable cutting incident, will be undertaken in May. JBC
- b) ML reiterated to the meeting that the SHELТ meetings were about sharing best practice and learning lessons from incidents that would be beneficial for everyone attending. It was not meant to be used as a naming and shaming exercise.

7. **Item 7 – AOB**

- a) CF raised a concern that during 1-2-1 interviews that LOR carry out after induction, agency staff that raise H&S concerns or issues are usually moved to another project, by the agency. CF advised that LOR do not encourage this approach and welcome every opportunity to explain LOR policy to all individuals and deal sympathetically with any concerns raised.
- b) ML closed the session by bringing to everyone's attention about an incident that occurred recently where the design director of the V&A was knocked off their bike by a HGV and were killed. Focus has been on what standards are being used by companies that have large vehicles that undertake works on their behalf (for example CLOCS, FORS). ML asked for safe cycling to be on the agenda for the next SHELТ meeting and requested contractors to provide information in advance, to DM.
- c) **Post Meeting Note:** The SHELТ meeting to be held on Tuesday June 23rd will have time allocated for a guest speaker. The guest speaker for June has been confirmed as Lawrence Waterman OBE – past President of IOSH and Council Member of British Occupational Health Service, Head of Health & Safety for the London Olympic Delivery Authority and currently Director of Health & Safety for Battersea Power Station development. Awarded the OBE for services to Health & Safety in the Queen's Diamond Jubilee Honours. Lawrence will be speaking on the importance of leadership in managing health, safety and environmental issues and the role of positive leadership in striving for safety culture improvements.

8. **Item 8 – Next Month Meeting**

May's SHELТ meeting will be held at 10am on Friday 29th May at South Kensington Campus.

Room: LT140

Location: Huxley Building, Imperial College, South Kensington.