

H&S - Its all about CULTURE!

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Hunua 4 Project Manager

Watercare Services Ltd

Overview

- Hunua 4 Project
- Project H&S Objectives
- H&S Tools & Initiatives
- Improvements
- Summary

Hunua 4 Project Objectives



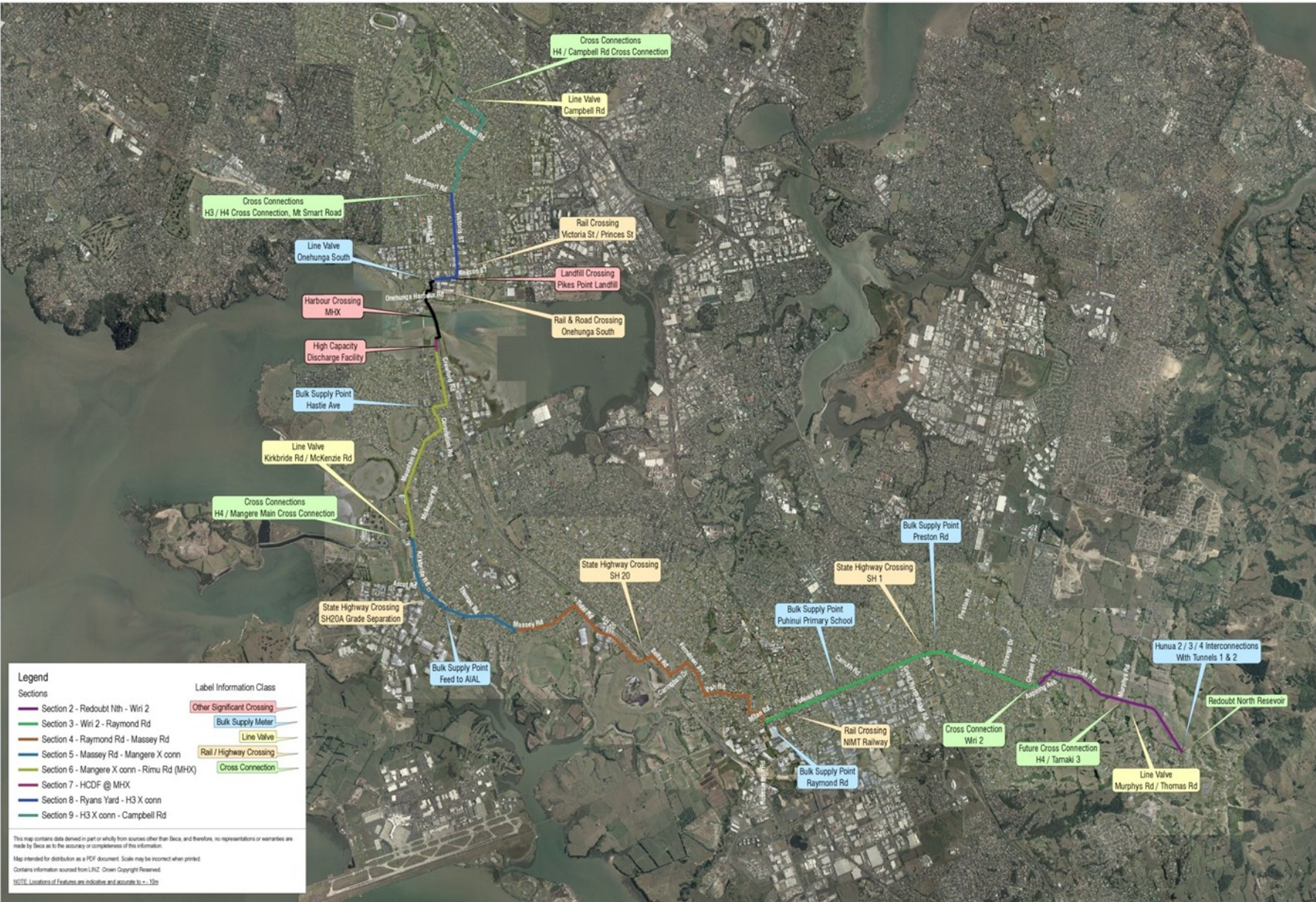
- Meet future demand for water supply – 50 year horizon



- Mitigate the security of supply risks that exist due to degree of reliance on existing pipelines

Hunua 4 Project Overview

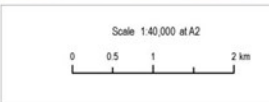
- ~\$400M new water pipeline infrastructure for Auckland
- ~32km long
- Critical asset with 100 year+ design life expectancy
- Varies in size - 1.9m and 1.6m diameter.
- Mostly buried in road reserve with 1.5 m minimum cover
- Co-ordination required with a wide range of Stakeholders



Legend

Sections	Label Information Class
Section 2 - Redoubt Nth - Wiri 2	Other Significant Crossing
Section 3 - Wiri 2 - Raymond Rd	Bulk Supply Meter
Section 4 - Raymond Rd - Massey Rd	Line Valve
Section 5 - Massey Rd - Mangere X conn	Rail / Highway Crossing
Section 6 - Mangere X conn - Rimu Rd (MHX)	Cross Connection
Section 7 - HCDF @ MHX	
Section 8 - Ryans Yard - H3 X conn	
Section 9 - H3 X conn - Campbell Rd	

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 NOTE: Locations of Features are indicative and accurate to +/- 10m



Revision	Author	Verified	Approved	Date	Title
2	MGR	AKD	AKD	29/06/2011	
1	MGR	AK4	AK4	06/04/2011	

Hunua No. 4 Route Plan



Discipline: GIS
 Drawing No: GIS-6515339-018

Project Structure



Design & Supervision



Pipe Supplier



Construction Contractor



Valve Supplier



Project H&S Objectives

- Achieve Zero Harm
- Develop H&S Culture through engagement
- Promoting personal responsibility and accountability

Everyone has the right to go home safe at night!

- Key challenge was bringing everyone to the same level and meeting expectations

H&S Tools & Initiatives

- Project Specific Inductions including D&A testing
 - 130 permanent project Safety Manager's inducted to date
- Daily pre-start and monthly project toolbox meetings
- Project Specific Training
- Staysafe Engagements and Positive Safety Performance Scorecard
- Random D&A Testing
- Operator and Driver Competency Assessments



Management by Walk About

OBSERVE

- Awareness of peoples behaviours, what are they doing safely?
- And what are they doing that could put themselves or someone else at risk?

ACCENUATE

- The positive things to lower defensiveness, and reinforce those safe behaviours you want them to keep doing.

EXPLORE

- Allow a person to figure out for themselves what they did safely or at risk, helps them take ownership of behaviour.

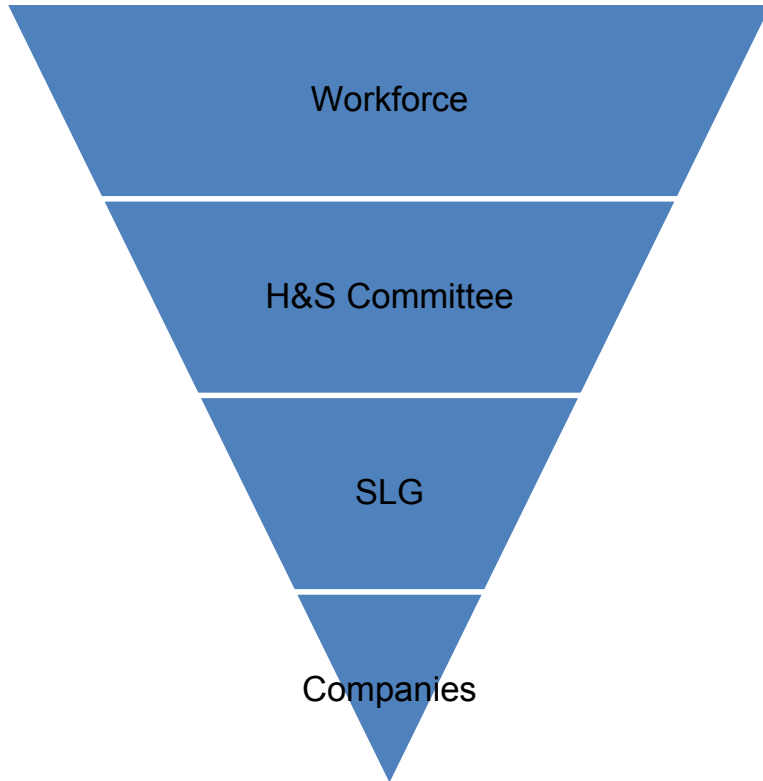
EMPHASISE

- The potential consequences of their actions, helping them to understand the impact on themselves, their family and workmates.

AGREE

- On future actions to confirm they are accountable for their behaviour and responsible for their safety.

Workforce H&S Committee

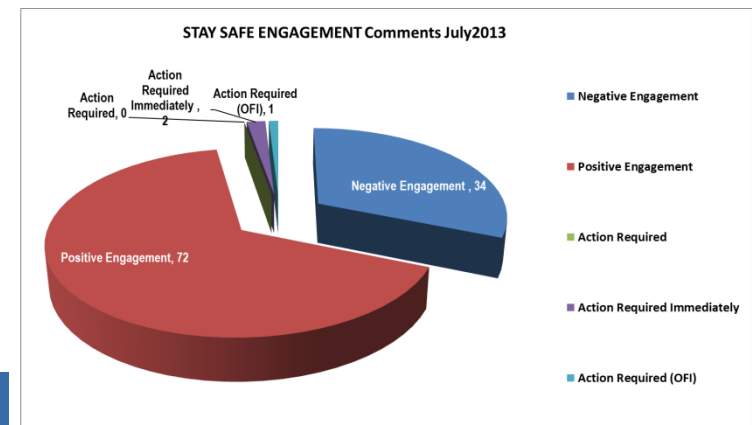


- Made up of representatives from across the project site teams'
- Members attend safety rep training course
- Meet monthly to discuss issues, improvements and lessons learnt
- Directly involved in the site safety inspections/audits and the MBWA
- Act as a conduit back to the H&S Manager and Safety Leadership Group (SLG)

Safety Leadership Group

- Made up of management from Watercare, FHJHJV and the key Sub-contractors
- Focus on performance of the project, policies and opportunities
- Trending used as a lead indicator to set monthly “Focus Area”

STAY SAFE ENGAGEMENTS-JUNE - AUGUST 2013									
STAY SAFE ENGAGEMENT SUMMARY July 2013	Environmental	Following Hazard Controls	Following Processes	Individual Behaviour	Site Conditions	Traffic Management	Plant and Equipment	Use of PPE	TOTALS
Negative Engagement	2	8	5	4	4	2	1	8	34
Positive Engagement	4	23	16	10	6	6	4	3	72
Action Required	0	0	0	0	0	0	0	0	0
Action Required Immediately	0	2	0	0	0	0	0	0	2
Action Required (OFI)		1							1
Totals	6	34	21	14	10	8	5	11	109



START Cards

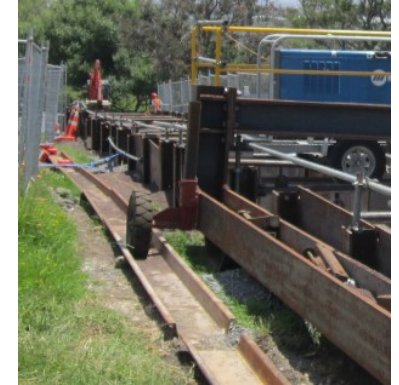
- Challenge – when things change!
- START cards promote assessment of the task and making it safe before START-ing
- Used as a contributor to hazard id at the daily pre-starts
- HAZOB form allows issues to be documented and fed back through the appropriate channels.
- START cards are being extensively used by the workforce and are delivering improvements on site



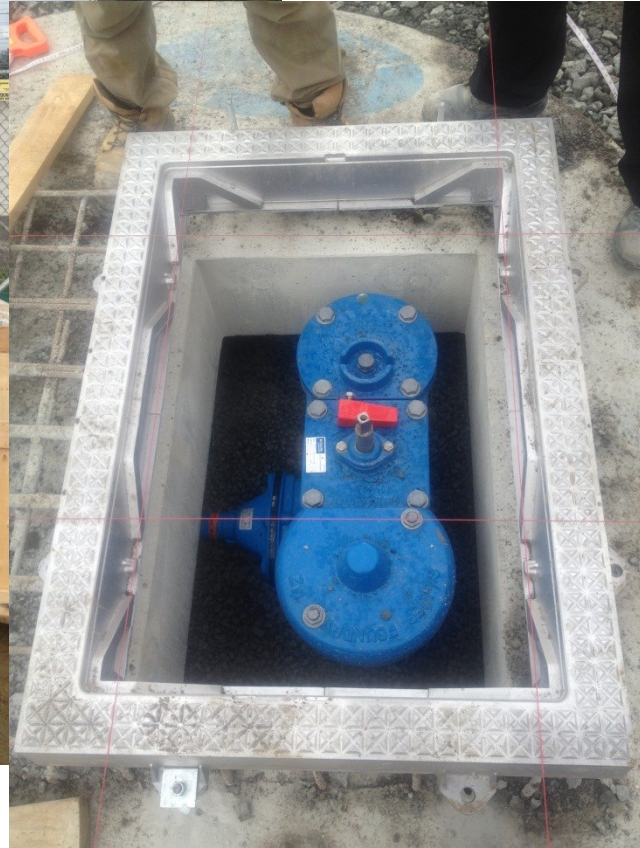
START CARD <small>ZERO HARM</small>	
Name: _____ Date: _____	5. Discuss with supervisor and list action taken to make safe: _____
Task: _____	
1. What can harm me? _____ _____	_____
2. What can harm my workmates, other people or the environment? _____ _____	_____
3. What am I going to do about it? _____ _____	Task now deemed safe to proceed: Employee (sign): _____ Supervisor (sign): _____
4. Is it safe to start? <input type="checkbox"/> No (turnover) <input type="checkbox"/> Yes (proceed)	

HAZOB <small>ZERO HARM</small>	
Name: _____ Date: _____	What else needs to be done? _____ _____
Location: _____	
What did you see? _____ _____	Action completed by: _____
What did you do about it? _____ _____	Has feedback been given to the person reporting the hazard? <input type="checkbox"/> No <input type="checkbox"/> Yes
Is further Action Required? <input type="checkbox"/> No <input type="checkbox"/> Yes (if yes turnover)	Supervisor Name: _____ Signature: _____ Date: _____

Pipeline Improvements



Lifting Jack



PROJECT SAFETY CULTURE

The following defined Project Safety cultural attributes are to be aspired to by all persons working on our Project:

A RISK WARY CULTURE:

Where everyone focuses on identifying the hazards and level of risk associated with our project activities - well before any activity commences and this continues as the work proceeds.

A REPORTING CULTURE:

Where people are encouraged and rewarded for reporting hazards or difficulties with an approach, where people are not frightened to report and they see hazards removed or controlled when they are reported.

AN INFORMED CULTURE:

Where we are focused on gaining all of the relevant information to make informed decisions. An informed culture is dependent upon the volume of reporting and the willingness of the leadership team to accept and encourage bad news. This characteristic allows a Project to pick up the many signals available to inform that something is not right.

A LEARNING CULTURE:

Where bad news travels fast, where we learn from our own experiences, to strengthen our approach and share the learning so that we do not have repeated incidents anywhere on the project.

A JUST CULTURE:

Where we hold each other accountable for meeting our responsibilities

ZERO HARM
is our safety target

Sharing Learning's

- Developments and improvements on the project are being returned into the wider Watercare business
- Innovation & Improvement Snapshot is used to capture and share these
- Attending events and presentations to share learning's with the wider industry
- Learning from other major projects both onshore and internationally e.g. London Olympics

INNOVATION & IMPROVEMENT Snapshot

Focus Area: H&S No.: 06

Title: Daily Pre-start Walkover

Need

Sites can change from day to day as work progresses or overnight when they are unattended. It is important that each and every day the site is in a safe and secure state.

On long duration projects people can get into the business as usual state of mind and oversee potential hazards on site. It is therefore important to set aside some time daily to focus on the potential hazards and ensure the appropriate mitigations are in place.



Implementation

Most if not all sites will have a daily pre-start or toolbox meeting before the day's work begins.

Incorporating a site pre-start walkover allows a selection of the team to "take a step back" and observe the site, hazards and controls before any work starts.

The site foreman should lead this walkover with selected members of the team. It is important to ensure that each and every team member gets

the opportunity to be involved by rotating who accompanies the foreman.

PRE-START TAILGATE MEETING RECORD ASK FOR LIGHT BLUE COPY PAPER

Job#:	Date:
TA01:	Site / Plant Address:

Site:

LIST PLANT ITEMS REQUIRED TO COMPLETE THE DAY'S TASKS

Is all plant on today's work site displaying who induction sticker? Yes No

Are all operators competent and licensed? Yes No

Has the walkover been approved in safe for today's activities? Yes No

When are the hold points for measuring the Task?

What Quality and Environmental Checks need to be completed, by who and when?

Outcomes

The main outcomes are:

- A safe and secure site at all times.
- Identification and mitigation of potential hazards.
- Awareness of risks amongst the workforce.
- Develops a positive H&S culture in the team.

Initiator: R McIntosh
Business Unit: Major Projects

For more information contact the Initiator.

Summary

- Some stats:
 - Pipe laid – 5.3km
 - Man hours worked to date – 292,236
 - Zero LTI's to date
 - TIFR 3.42%
- Can have all the tools but its all about how these are bought into by the workforce
- Seen noticeable development in the team attitude to H&S since the early days
- Continued focus on improving the medium to deliver the message
- Important to be proactive in sharing the improvements across the wider business and industry

Its all about CULTURE!!

Questions

