

**Universal Metering Programme
Contract No: C-03691
ITT December 2020**

Health, Safety & Wellbeing

- 1) The Tenderer shall provide a construction phase plan (CDM requirement as Principal Contractor) for how they shall install, enforce and monitor a zero-harm culture in delivering the scope of works in this contract. Elements the Tenderer is required to cover shall:
 - Describe the Tenderer's internal policies and the approach that they will adopt for maintaining a zero harm culture and how these will be applied in practice for this project.
 - Demonstrate the Tenderer's approach to ownership and accountability of risk incorporating best practice techniques;
 - Provides evidence of the practical application of the Tenderer's preferred approach to creating a zero-harm culture and how this will continue under the Contract, such evidence supporting the Tenderer's proposals.



Construction Phase Plan

The purpose of our Construction Phase Plan (CPP) is to provide methodology for installing, enforcing, monitoring a zero-harm culture in delivering the UMP for AWL. Our CPP will be based on the same guidance as all CPPs (reviewed annually/as circumstances change), ensuring a formalised approach to planning, risk management and control. We attach our draft UMP CPP as **Appendix HSW Q1A**.

Key CDM elements that we will address as Principal Contractor on the metering programme are:

- ▶ Plan, manage, monitor the construction phase
- ▶ Take account of the H&S risks to everyone affected by the work, in planning/managing control measures
- ▶ Liaise with Affinity Water, Principal Designer, designers and subcontract partners for the duration of works to ensure that all risks are effectively managed.
- ▶ Prepare a written CPP before the construction phase begins, implement, and then regularly review and revise it to make sure it remains fit for purpose
- ▶ Have ongoing arrangements in place to manage H&S
- ▶ Consult/engage with workforce about their H&S
- ▶ Ensure suitable welfare facilities are provided
- ▶ Ensure that all employees have the relevant skills, knowledge, experience and capability to carry out their work safely and without risk to health
- ▶ Ensure our workforce have site-specific inductions, and any further information and training they need
- ▶ Take steps to prevent unauthorised access to sites
- ▶ Liaise with the Principal Designer to share information relevant to the planning, management, monitoring and coordination of the pre-construction phase.

Roles and responsibilities for the UMP contract:

- ▶ Framework Manager – Duncan Groombridge.
- ▶ SHEQW Manager – Andrew Pearce

Internal policies and procedures

Our five-year SHEQ strategy states: *‘Our aim is for zero harm to our people and those impacted by our operations, our ethos is “Nothing is so important that we cannot take the time to do it safely”, achieved through a strong culture founded on empowerment, leadership and continued development’*.

The strategy focuses on key themes to meet and surpass statutory requirements to embed excellence in health, safety and wellbeing across our business. It is informed by best practice, lessons learnt and workforce engagement.

We have an integrated Business Management System (BMS), incorporating our SHEQ management systems. It is certified to ISO 9001, ISO 14001, and ISO 45001 by LRQA, a UKAS accredited body. The BMS is audited regularly to ensure compliance with CDM regulations, and details specific roles and responsibilities at all levels.

Our Central SHEQW Department, in conjunction with DNV GL – International Sustainability Rating System (ISRS), assesses all contracts’ governance and compliance. Ongoing improvement of our BMS supports our drive for zero harm on all of our contracts, with documentation regularly reviewed (at least annually) to capture changes in legislation, best practice and lessons learnt.

Maintaining zero harm culture on UMP

Strong, visible ‘felt’ leadership is vital to achieving zero harm. Zero-harm culture will be embedded on day one, with all employees undergoing an induction focusing extensively on contract safety requirements. This will then be reinforced daily with risk assessments/briefings.

We train our people to ensure they understand their role in

creating a zero harm culture and can deliver expectations.

Vital elements of our zero harm approach are:

- ▶ High level training and competency
- ▶ Effective supervision
- ▶ Incident reporting and investigation
- ▶ Proactive engagement tools
- ▶ Innovation and continuous improvement
- ▶ Strong risk ownership and accountability.

High level training and competency

Competency management

We will build upon our existing competency framework, whereby we have developed and maintain a competent workforce. We clearly define qualifications, skills, experience, roles and responsibilities so that only competent personnel are deployed. During the contract, our TrainWithUs team will use their competency cloud management system database to record, manage and track workforce competencies (including subcontractors), ensuring refresher training is actioned in a timely manner.

We will further monitor workforce competency via buddying/coaching, practical and on-site training to supplement formal qualifications and course attendance. Our site audit and inspections include competency checks.

Operational staff training

Following a SHEQW induction, operational staff will be assessed and measured against our Water Skills Training Matrix. For each role type we will determine ‘mandatory’ and ‘preferred’ training requirements. Typical courses include, National Water Hygiene, RAMS, asbestos awareness, CDM awareness and customer awareness.

Training for office management and site supervisors

It is mandatory that all managers have IOSH Managing Safety and/or SMSTS Safety Qualifications as a minimum. SMSTS/IOSH courses undertaken are bespoke to MUS to ensure they meet our company’s/utilities industry specific needs. Contract senior managers all have the NEBOSH Construction Certificate. Other training for supervisors and managers includes: NRSWA Supervisors Course, SHE Management Systems Training, CDM Awareness.

Zero-Harm Behavioural Culture Programme

This will be deployed across the workforce and will involve customised coaching/training events on delivering safety excellence (**Appendix HSW Q1B**). This will help people understand what motivates individuals and how they can influence others to ensure they prioritise zero harm.

The link below is to an online course by our Behavioural Change Manager relating to accident investigations:

<https://www.youtube.com/watch?v=UQLZ2LkU-7c&list=PLCnYyiWsPtg-5q45PucwY3KqQgN9mO4YL&index=1>

Effective Supervision

We will assign our own highly skilled supervisors, who will have a positive/proactive approach to H&S and wellbeing. To provide assurance that highest standards are achieved, the following audits and inspection will be undertaken:

- ▶ Layer 1: Contract inspections (one per team monthly) by team leaders/safety professional/senior managers
- ▶ Layer 2: Corporate – Central SHEQW team/Affinity Water inspections and audits. Our SHEQW team will monitor overall inspection/audit data to ensure the regime complies with the contract SHEQW Plan.
- ▶ Layer 3: External – MUS/DNV GL (ISRS), LRQA.

We will use mobile apps for recording inspections and audits which will enable us to easily capture data for review and to drive continuous improvement.

Incident reporting and investigation

Our contract-specific SHEQW Plan (current contract example provided as **Appendix HSW Q1C**) will incorporate rigorous, contract-compliant procedures for reporting, communicating and investigating incidents. Our 24/7/365 Incident & Accident Management Centre provides a hotline for our contracts. When an incident is reported, emails and texts will be sent to specific contract contact lists and RIVO will be updated. Following investigation, we'll review our safe systems of work, including inspection regimes and training and share lessons learnt. We will devise an action plan to embed learning outcomes by issuing safety alerts, bulletins, stop-for-safety events, refresher training and, if required, procedural changes. The action plan will be reinforced and tracked via the Area SHEQ Board, attended by directors, senior managers and SHEQW managers. Incident site visit data will also be tracked and analysed centrally and used to inform corporate initiatives and our SHEQ strategy.

Proactive engagement tools

We'll use other engagement tools to maintain zero harm, including quarterly Employee Engagement Forums, discussing H&S and wellbeing matters – performance. feedback from these and other activities, e.g. annual People Survey and bi-annual Climate Survey, will be shared with our workforce via posters, newsletters, briefings and forums. Other media will include regular toolbox talks and safety briefings, weekly SHEQW communication packs, safety stand-down days, targeted campaigns, recognition events and quarterly newsletters.

Innovation and continuous improvement

Continuous improvement is at the heart of our business culture, and our innovation platforms such as our **Applied Innovation Model (AIM)** will be implemented at contract start to encourage new thinking. We have an extensive track record of developing, trialling and implementing innovative solutions into business as usual, improving regulatory outcomes, SHEQW, resilience, customer experience and reducing our work impact. MUS has a dedicated **Intelligent Solutions Team** of project and change managers, analysts, developers, testers and trainers led by a senior director, with specific remit to respond to industry/client challenges, share best-practice and implement solutions, improvements, efficiencies.

Examples of our **technical innovations** include advance service mark-ups with radar, vacuum excavation in areas where heavy service congestion is located, mandated use of air picks (e.g. on Thames Water contract), virtual reality trial holes, our PowerBI gCAT4+ dashboard and AVUS augmented reality service location mapping. These have reduced risk of service damage/cable strikes over many of our projects, both for Affinity Water and other clients.

We have also rolled out our own bespoke **innovative behavioural programme**, as detailed previously.

Our innovative approach has significantly reduced number of accidents/near misses. For example, we have reduced the number of electrical damages caused by our work by 17% across the whole business in the last twelve months.

Continuous improvement will be driven through monthly Safety Committee Meetings with attendees from Affinity Water, and our direct/subcontract workforce. Performance will be analysed through reviewing KPIs, actively promoting innovation and best practice. Our Operational Board reviews high level SHEQW performance monthly, where all leading/lagging indicators, matrices, targets and

performance are discussed and appropriate actions taken. This enables us to benchmark performance against the wider business and share learning/best practice.

Risk ownership and accountability

Identifying, managing and eliminating key risks is critical to achieving zero harm. We will create a contract-specific risk register and identify sufficient controls to eliminate/reduce these risks. Risks associated with the UMP include people/plant interface, underground/overhead utilities, excavation, temporary works, public safety, working with water mains and associated equipment, working in the highway, traffic management, driving, manual handling, slips, trips, falls.

The risk register will inform the contract's **SHEQW Plan/ CPP** and will also incorporate essential elements of our BMS. We will implement robust safe systems of work for all activities, specific to the hazards and risks. We will issue contract-specific team SHEQW packs to all teams, containing RAMS, policies, and procedures for all work activities. We will also provide detailed job packs including all information required to undertake work safely.

Operatives will undertake risk assessments before work starts using a mobile app, with photos uploaded to record and track the daily task progress and project completion.

We will also monitor driving mileage hours and behaviours through our M Group Plant & Fleet business supporting our ongoing challenge to reduce another significant risk.

Evidence

Investment in our **behavioural programme and a dedicated Behavioural Change Manager** has strengthened our zero harm culture through reshaping behaviours. This has hugely supported the decrease of our AFR from 0.38 in 2001 to an **extremely low 0.04 for 2019/20**. In addition, over the past four years we have delivered exceptional SHEQW performance on our Affinity Water contract, with **zero RIDDOR or LTI incidents**. The behavioural programme will be deployed across the UMP.

On our Thames Water contract, through our **Applied Innovation Model** (which will be implemented on day one of the UMP contract) we identified a new jointing solution which has efficiently jointed more than 90,000 meters. The technology has had a major impact on health and safety as it removes the need to take flammable material into customers' homes, completely mitigating chance of explosions. It also removes handling of hot fittings, mitigating issues such as burns and other potential issues, e.g. flux which gives off odour, and some are mildly acidic. It also reduces the type/numbers of equipment needed, in turn reducing management/audit of hazardous materials.

An example of **wider learning and best practice** from other organisations was our response following an incident regarding people and plant interface, which was raised to our Senior Management. Led by our SHEQW team, a resultant business wide campaign was rolled out/is still ongoing. This was implemented on our Welsh Water contract to improve awareness/influence behaviours.

Our response to **Covid-19** is an example of our quick response to change whilst not compromising safety – we quickly developed safe working measures, procedures, offices/environments. See link below to a communication (to be used on UMP) to inform customers of Covid-safety measures whilst undertaking internal meter installations: <https://affinity-water.wistia.com/medias/k5ax83bw85>

We are delighted to have just been awarded the **Sir George Earle Trophy** for the second time (highest accolade in **RoSPA Health & Safety Awards Scheme**).