5.3.3.21 Identification of potential hazards and control of risk

What techniques are used within your company for the identification of potential hazards and control of risks?

Identification and evaluation of hazards and risks

All work undertaken by Morrison Water Services (MWS) will be compliant with CDM2015 and will have a Project Execution Plan (PEP) using pre-construction information provided by Northumbrian Water Group (NWG) and our design team. The Health & Safety file issued to the construction team will include project specific high risk works, hazard mitigations and an emergency/escalation action plan, together with procedures relevant to the works.

We implement the following risk management goals through specific strategies, processes, and procedures:

- Understanding and assessing risk: We have developed and will build upon a common and standardised approach in the understanding and application of risk management across all functions, activities, work sites and supply chain partners; this enables us to manage risks consistently and effectively.
- Managing Risk: We apply a hierarchical risk control process (eliminate, reduce, isolate, control, PPE, discipline) approach, to the health, safety, and wellbeing of the people we put to work, and all those who are impacted by our works (e.g., residents impacted by our works within the grounds of their premises).
- Monitoring controls: Significant risks and controls are monitored monthly by the senior management team. Contract SHEQW information is submitted monthly to our clients and reviewed at customer performance review meetings. Additional information is also submitted at MWS board meetings.
- Continuous Improvement: We safeguard the health, safety, and wellbeing of our workforce through a continuous process of performance monitoring, learning lessons and implementing improvements.

Assessing Risks and maintaining a zero-harm culture on Smart Metering

The process we follow to identify health and safety risks commences prior to the mobilisation of the contract, whereby we identify and prioritise the significant/critical hazards/risks for the prospective work types, based on OHSA 18001 High Level Procedures. These risks are filtered into Generic Risk Assessments (inclusive of control measures) which are provided to everyone (including subcontractors) via contract inductions and Safety Packs.

Our approach also includes ensuring robust Risk Assessment and Method Statements (RAMS) are in place with safe systems of work and controls appropriate to the identified risks/hazards (e.g., operatives exposed to vehicular movement on highways). RAMS are subject to change during a project life cycle, and we will ensure that every member of our teams understand that it is their responsibility to continually assess their working environment and to react to changing circumstances through appropriate decision making. Daily face-to-face briefings are undertaken to assess the day's activities, identified risks and control measures, taking account of changes to the risk profile/log that may occur during the day, and re-briefing as necessary. If subject to specific design change, then works will be halted and our design change process implemented; all changes are communicated to the construction team and RAMS updated, as required.

MWS has established, implemented, and maintained procedures to identify hazards in relation to activities, products, and services relevant to the scope of our metering contracts. These are recorded on a contract specific risk register MWS-FM-S-001 and are monitored by senior managers to ensure effective planning, mitigation and control are continually reviewed and monitored.

At an operational level there will be generic risk assessments and method statements for each work type provided for all operational staff. This is further supplemented by more detailed risk assessments and method statements where the full scope of activities is not covered by the generic work types.

The operational teams undertake a site-specific risk assessment / point of work risk assessment based upon their evaluation of the site, its environment, and their proposed work activities. On all occasions where it is deemed the required controls cannot be achieved, then work shall cease, and line management called to site for further advice / assistance.

Assessing risks onsite involves a systematic process to identify potential hazards, evaluate the risks associated with them, and implement measures to control or eliminate the risks. The procedure typically includes the following steps:

1. Identification of Hazards: Determine what could potentially cause harm.
2. Risk Analysis: Evaluate the likelihood and potential impact of the identified hazards.
3. Risk Evaluation: Decide whether the existing precautions are sufficient or more should be done.
4. Implementing Controls: Put in place measures to reduce or eliminate risks.

5. Recording Findings: Document the hazards, their associated risks, and the measures taken to address them.
6. Review and Update: Regularly review the risk assessment to ensure it remains relevant and update it as necessary.

It's important at MWS to involve our technicians in this process, as they have valuable insights into the tasks they perform, and the potential hazards associated with them. Our dig another day campaign was generated through discussion with our technicians along with innovations from detecting services through to reducing HAVS by evaluating the latest protection and monitoring equipment.

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

Our systems allow for the electronic communication of risk assessments, as well as providing the capability to share images and video from a site location, so that advice from supervisors/specialists in H&S procedures can be obtained in real time. We have engaged with FYLD, an award-winning digital platform that automatically transforms video and audio footage into real-time workflows, video risk assessments and analytics. The Risk Assessment app that allows our teams to conduct site-specific risk assessments electronically. This can be updated as the task progresses and supporting evidence from additional controls or measures taken can be evidenced using photographs and videos. www.fyld.ai.

Identification of legal and other requirements

Morrison Water Services has a duty to determine legal and other requirements relating to its activities, products and services that are relevant to the scope of contracts.

To achieve this, a register of legislation and other requirements (Including Industry Specific Requirements) is formulated, documented, monitored and reviewed to ensure the company's business management system, standards and procedures are compliant with legislative requirements at all times. This is undertaken by our Management Appointee at Group level through consultation with operational management teams.

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 Smart Metering Programme for NWG. 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.

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 NWG, 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 HS&W

- 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.

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, assesses all contracts' governance and compliance. Ongoing improvement of our BMS supports our drive for zero harm on all our contracts, with documentation regularly reviewed (at least annually) to capture changes in legislation, best practice and lessons learnt.

Controlling risks

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 MWS 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. 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=2

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/NWG 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 – MWS/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.

Recording and reporting risks to mitigate future incidents

Incident reporting and investigation

Our contract-specific SHEQW Plan 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. 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.

Mitigation measures

To ensure suitable and sufficient mitigation measures are in place, we ensure that a site-specific induction including utility specific information is undertaken by all staff, including subcontractors. Ongoing risk control is also enhanced through management undertaking "Safe Behaviour Discussions" with staff on site on a regular basis, along with briefings and toolbox talks. Compliance with procedures is audited by the contract SHEQ Manager, their advisors and central SHEQ department.

We deliver our behavioural safety programme across all contracts, which emphasises the need to take responsibility for each other and to challenge unsafe behaviours. This promotes a proactive and positive staff culture, going a step further than just enforcing compliance with legislation and procedures.

We also use the International Sustainability Rating System (ISRS) International Sustainability Rating System - Ensure the health of key processes (isrs.net), developed by DNV-GL. ISRS processes 3, 9, 14 (Risk Evaluation, Risk Control, Risk Monitoring) are assessed throughout the life cycle of the contract by a qualified ISRS assessment team from within MWS.

Summary:

- Clear risk identification, evaluation, and management process
- BSI ISO Accredited certified management system
- Use of ISRS as a risk management tool
- Team Packs containing RAs and control measures.
- Dynamic site-specific RAMs.
- ISRS Contract Reviews
- FYLD Video RA App
- Continued "two-way" communication.

Proactive engagement and reviewing controls

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. MWS 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.

Continuous improvement will be driven through monthly Safety Committee Meetings with attendees from NWG, 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 Smart Metering Programme 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.

As detailed above, 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.

Investment in our behavioural programme and a dedicated Behavioural Change Manager has strengthened our zero-harm culture through reshaping behaviours. In addition, over the past four years we have delivered exceptional SHEQW performance on our metering contracts, with zero RIDDOR or LTI incidents. The behavioural programme will be deployed across the Smart Metering Programme.