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| **Date of Action** | **Owner** | **Update/Detail** | **Status** |
| **17 Sept 2015** | K Simmonds / E Colgan | **Project Team representative and design representatives of projects at development stage:**  Lower Thames Crossing – Eamon Colgan  KS to email EC contact details of ‘ERM’ (Environmental Resource Management) who, based on his experience of working with them may be able to assist EC (LTC) – EC to share the information with Steve Davy. | **26 Nov – KJ emailed EC to ask if closed** |
| **21 Jan 16** | J *H*orrill | **Wider Highways England Perspective**  J Horrill to add the Project Manager name (to enable them to be contacted if required regarding the good practice that led to a blue star). | **Closed** |
| **21 Jan 16** | A Koenig | **Safety Alerts**  AK to look into the competencies of utility companies. | **Ongoing – T Beasley to look into** |
| **24 Mar 16** | I Green | **Hard Hat Colour**  Hard Hat Colour – this is being looked at by the HE Hub – hoping to announce a common hard hat standard – I Green to provide K Jones / C Gill with information to circulate. | **Ongoing – to be forwarded to C Gill** |
| **19 May 16** | K Simmonds | **Project Team representative and construction representative of projects at construction stage:**  HE as a client needs one consistent H&S approach across the business.  K Simmonds to discuss this with Mark Ollerton. |  |
| **19 May 16** | W Brice  K Jones  E Colgan  S Bilson | **Project Team representative and construction representative of projects at construction stage:**  A14 C2H  The ‘Validate System’ (passport scheme) will be adapted to obtain best use of this system – HE is due to sign off this system today.  W Brice will feed back at the next CSPM meeting how this system is working.  Due to the next CSPM meeting (July) taking place in Bedford, K Jones to cancel the WSP office venue for July.  LTC  The LTC is happy to share it’s learning gained from the public consultations.  E Colgan to organise a presentation at the Guildford office.  S Bilson to contact Chris Taylor regarding setting up specific and regular knowledge sharing meetings between the projects within CIP, and also the wider business. |  |
| **19 May 16** | N Balsden | **Wider Highways England Perspective – Independent April Audit**  VMS / display signs including journey times;  N Balsden to obtain more information about the VMS – how is the information updated? |  |

**CSPM meeting**

**Thursday 19 May 2016**

**10:00 – 13:00**

Mace office, 155 Moorgate, London

**Attendees:**

Ken Simmonds (HE) – Chair

Martin Fellowes (HE)

Nick Balsden – HE) – NHST

Austin Adkins (HE) – NDD Area 8

Steve Bilson (HE) – CIP Health & Safety Lead

Lizzie Pauling (HE) – M25 J30

Sha Hussain (HE) – M40 J12

Tom Beasley ( HE) – M2 J5

Martin Aldred (HE) – M3 J2-4a (delayed arrival)

John Rowland (Mace) – A14 Cambridge to Huntingdon

Wayne Brice (Skanska / IDT) – A14 Cambridge to Huntingdon

Eamon Colgan (HE) – Lower Thames Crossing

Ian Green (Balfour Beatty)

Andy Merrett (WSP) - A27 Arundel / Lancing

Simon Harris (Atkins)

Karen Jones (HE) – last meeting as secretariat

Cali Gill (HE) – new secretariat as of following meeting

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| 1 | **Introductions**  All reminded again to condense their reports – two months into 1 report (only 1 scheme did this for this meeting).  A21 – no representative – LP agreed to take any actions.  M3 – no representative.  Cali Gill (HE, Guildford office) was introduced as the new secretariat as of the next CSPM meeting in July. |  |
| 2 | **Major Projects’ Performance Overview**  Not discussed. |  |
| 3 | **Project Team representative and construction representative of projects at construction stage:**  M25 J30 - L Pauling  There was not a report submitted in time for today’s meeting.  There have been no RIDDORs.  There has been one cable strike, it is hoped the report (including lessons learnt) will be available for the next meeting – there were no injuries.  There had been many cables, not all of which came up on the GPS survey (many were ‘dead’ cables).  Was a risk taken? A machine had been used rather than hand-digging – incident sue to methodology? the pressure to get the work done? complacency?  Incursions are still being looked into.    M40 J12 – S Hussain  No RIDDORs.  There had been two near misses:   1. March – involving a delivery wagon getting stuck on the soft verge – there were no injuries.   There was a stand-down in February and work was stopped for a week – this was followed with another H&S tour – satisfactory except for a ‘permit-to-dig’ issue.  The stand-down followed learning from a recent A21 stand-down – a 20 point action plan was introduced.  There followed another H&S tour (with KS).  There is felt to be a difference in standards between regional business and major projects.  There is no evidence to suggest this, but attendees felt it is a subjective view.  Major Projects’ sites will have speed cameras and offer good welfare, whereas short duration sites may have a 40mph sign, possibly no welfare and less supervision.  Is this due to economies of scale? We need to look at ways to provided extra.  The H&S Hub have provided Raising the Bar documents for a few years addressing this, and there is good learning for all contained therein – however, the Commercial team is not impressed with these RtB documents, possibly because they are thinking of cost.  Do the Commercial Team need enlightening regards the cost of any accidents to the HE, and also the IP.  Jim O’Sullivan’s H&S message may have reached Major Projects / Tier 1, but may not got through at ground level.  Possibly supervision levels need to be reconsidered – on Major Projects sites, Tier 1 supervision is the level used, whereas it may not be quite the same on the OD (was NDD) sites.  LP has a monthly meeting on site with all levels on her project.  The key is in the quality of supervision.  S Hussain said they are finding the ‘Black Hat Days’ valuable.  The M40 J12 is an OD scheme that is managed by Major Projects.  HE as a client needs one consistent H&S approach across the business.  K Simmonds to discuss this with Mark Ollerton. | K Simmonds |
| 4 | **Project Team representative and design representative of projects at development stage:**  A14 Cambridge to Huntingdon – J Rowland  There is significant effort going into the detailed design.  The DCO was granted last week – it is relatively unchanged to the draft design.  Some requirements are to be put in place,  Enabling works, archaeological mitigation and site construction are being undertaken at the moment.  Site activity is increasing around archaeology and GI surveys.  Best practices are being drawn from all within the IDT (Integrated Delivery Team).  Senior Leadership tours are due – it is felt it is good practice to undertake H&S tours prior to construction beginning.  Using enabling work to begin embedding H&S culture right at the start.  A full day of induction will happen to establish a good mind set at the start.  The ‘Validate System’ (passport scheme) will be adapted to obtain best use of this system – HE is due to sign off this system today.  W Brice will feed back at the next CSPM meeting how this system is working.  The ‘Mission Room’ will be used as part of the induction process.  The A14C2H would be happy for other projects to take advantage of the Mission Room.  The next CSPM to be held in Bedford in order for CSPM attendees to experience the Mission Room.  K Jones to cancel the WSP office venue for July.  The challenge period ceases at the end of June, and it is hoped that work will begin on site at the beginning of July.  The scheme is hoping to hear on Monday (23 May) from BICC, that the funding will be available.  J Rowland to speak with Dave Stone.  Lower Thames Crossing – E Colgan  The technical partner has been appointed – Cascade.  The LTC is happy to share it’s learning gained from the public consultations.  E Colgan to organise a presentation at the Guildford office.  There has been no learning yet from the A14C2H to the LTC, however as the LTC moves towards the development stage they will look to learn from the A14C2H.  CIP currently have 2 vacancies that will cover knowledge sharing.  S Bilson to contact Chris Taylor regarding setting up specific and regular knowledge sharing meetings between the projects within CIP, and also the wider business.  W Brice suggested the A14C2H putting something in place now to share what has so far been learnt, to avoid silo working and also to avoid losing what has been learnt.  Any ideas current now, could well be out-of-date in 5 years time.  A27 Chichester / Worthing / Lancing / Arundel / M2 J5 – A Merrett  All are at PCF stage 1.  Arundel – dual carriageway / by-pass – they are looking at online and offline options.  Risks include:   * During construction, if it is online, they will be very close to a hospital and buildings - they need to ensure that the public will remain safe. * Whether online or offline, the road will go across the River Avon – there is a danger of falling into the river / catching disease from the river water. * There is risk to operators when working close to the Avon Valley railway - it is an electrified line.   K Simmonds asked what is learnt by identifying these obvious risks.  As the scheme is at such an early stage, it is the perfect opportunity to identify potential risks.  A Adkins is interested to know more about how Arundel are developing their proposals – it would be beneficial if they could share their learning.  Euro-rap – large sections of roadway needing moving to a higher rating.  A Merrett has engaged with Balfour Beatty and Mott MacDonald, and also needs to engage with OD in order to ascertain the outcomes required.  M3 J9 – no representative | W Brice  K Jones  E Colgan  S Bilson |
| 5 | **HE H&S Audit Checklist**  A21 – K Simmonds  This is now an exemplary site.  Vehicle and plant segregation is really good.  M25 J30 – L Pauling  The new format has begun to be used from April – it is felt it is far better regarding engagement; it encourages open dialogue.  M Fellowes mentioned his staff rarely conduct H&S tours and he said that this must change.  L Pauling to be invited to undertake a night-time H&S tour of an ODD site.  Both the M25 J30 were very positive.  Best practice includes free porridge and fruit, and medicals are offered.  There was a tour last week – a few issues were raised, and all relating actions have been closed out. |  |
| 6 | **Wider Highways England Perspective**  Independent H& S Audit – N Balsden  March Audit  Blue stars were awarded for:   * Aerial drone surveys; * Red Zone training at induction; * Remotely operated emergency stops; * An Access / Egress Strategy Plan; * Continued liaison between site’s Pubic Liaison Officer with the local council, the police and local residents.   HE should be writing up good practice / good innovations.  Possibly looking into a means of uploading good ideas to HE – the means of this could be covered in inductions – possibly an annual award for good innovations / ideas as an incentive.  The A14C2H will have a 25mph limit for plant / earth moving – this will be closely monitored – there will be signs showing when to brake, when to accelerate.  The earthworks companies are providing W Brice with good ideas on how they will manage the earthworks and the weather – random speed checks will also take place.  W Brice to feed back to the CSPM meeting how the 25mph limit is working, including restrictive speeding.  April Audit  Blue stars were awarded for:   * Boot laces and wrist bands with safety messages; * Laminated information sheets issued to drivers on weight-limits to avoid over-loading; * \*VMS / display signs including journey times; * HAVwear watches to record individuals’ activities around hand-held vibrating equipment, with emails sent to the H&S manager.   \*N Balsden to obtain more information about the VMS – how is the information updated?  Once a blue star has been awarded the onus is on that supplier to provide a lessons learnt alert.  On the M40, beepers were not working on plant, but had been ticked as ok on the sheet.  NHST - N Balsden  The team is undergoing reorganization – will be done by summer.  There is work going on to enhance the role of NEC Site Supervisor (East) – some NEC Site Supervisors do not see H&S as being a part of their role – this needs to change. | N Balsden |
| 7 | **Safety Alerts**  There were many Safety Alerts provided for this meeting, some direct from the HE H&S Hub, and many from Skanska – it is good to see learning being shared.  Discussions are therefore by exception:   1. Non-Access Gantries with Mounted ADS Signs   A problem with non-access gantries – nuts & bolts working loose – there appears not to be a failure resistance built into the design.  Resilience is being built in to our design standards.  Did the gantry vibrate due to windy weather? Some in-depth follow up is due.  Does more need spending at the beginning, to ensure a longer lasting life? can whole life efficiency be taken into consideration – although the benefit may not be realized until the end of the project – how does this drive behaviours?  The A14C2H has experienced many questions regarding whole life costs.   1. Falling Blocks Incident   Possible cause was equipment causing vibration, affecting stability of the masonry work.  Designers need to consider this and other factors, and design out.   1. Material Failure to Dipper Arm of an 8T Hitachi Excavator   Metal fatigue – what checks are made?  As some plant is hired, how best to manage their checks?  Aircraft lines regularly scan aircraft – in construction we do not undertake regular checks.  We need to ensure that hire companies undertake a full check prior to hire.  A Adkins suggested there should be more conversations around what happens to the old road surface / hard core, when a new road is built.  For future meetings, it is advisable for the Safety Alerts to be numbered. |  |
| 8 | **Key Learning Points**  Summary of good stuff and bad stuff:  All felt there is too much paperwork around this meeting.  Technology – we should be thinking ahead – driverless vehicles are being trialed now! |  |
| 9 | **Subject of the month**  New topics to be suggested – please advise C Gill.  Influencing (Safety) Behaviours It is felt that there is not enough incentive; recognition of better behaviours would be received more positively if it were perceived to have come from HE, not project managers.  How do we get people to behave correctly?   * Skanska do not say ‘don’t do that’, but instead they ask ‘why did you do that?’ * Buddy system; Giving people the opportunity to speak with a supervisor confidentially;   Balfour Beatty have a behavioural psychologist :   * Are the supervisors of the correct mind-set? * How does their attitude to risk change? * Why are we putting people under pressure? this drives the behaviours.   When pressure increases, people take risks.  Perception – is something a risk, or not?  The longer one is in a job, it ‘seems’ less risky.  How to reduce / stop complacency? Job rotations?  More regular and ongoing talks / information regarding H&S behaviours.  Repetition becomes intuitive.  Atkins start all meetings with a Safety Moment – this aids the embedding of H&S into their designers’ minds.  Meetings with sub-contractors so they know what HE expects.  K Simmonds asked all to consider their own companies, and what is their plan for introducing repetition, for intuitive behaviours. |  |
| 10. | **Review Action List**  A number of items closed.  Outstanding from 21 January 2016  T Beasley to remind A Koenig of her action – regarding Safety Alerts, AK to look in to competencies of utility companies.  Outstanding from 24 March 2016  Hard Hat Colour – this is being looked at by the HE Hub – hoping to announce a common hard hat standard – I Green to provide K Jones / C Gill with information to circulate. | I Green |
| 11 | **AOB**  OD = NDD + Customer Operations (Traffic Officers)  Jane Kelly to be invited to CSPM meetings.  PTS need to be re-invited.  If we focus on ‘wellbeing’ then we are more likely to think about ‘health & safety’.  Mental Health Issues  We need to be aware mental health issues.  CIP have 2 mental health first aiders (office based).  CDM Training  All projects need an outline plan, however we expect the principal designer to deliver these services. |  |
| 12 | **Next meeting**  10:00 – 13:30  21 July 2016 – Bedford Heights, Manton Lane, Bedford - **TBC** |  |