



Supply Chain Health & Safety Leadership Group

- Significant Risk Tech Webinar
Session 2 Strategic Direction



IDENTIFYING THE RISKS





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Andrew Sharp



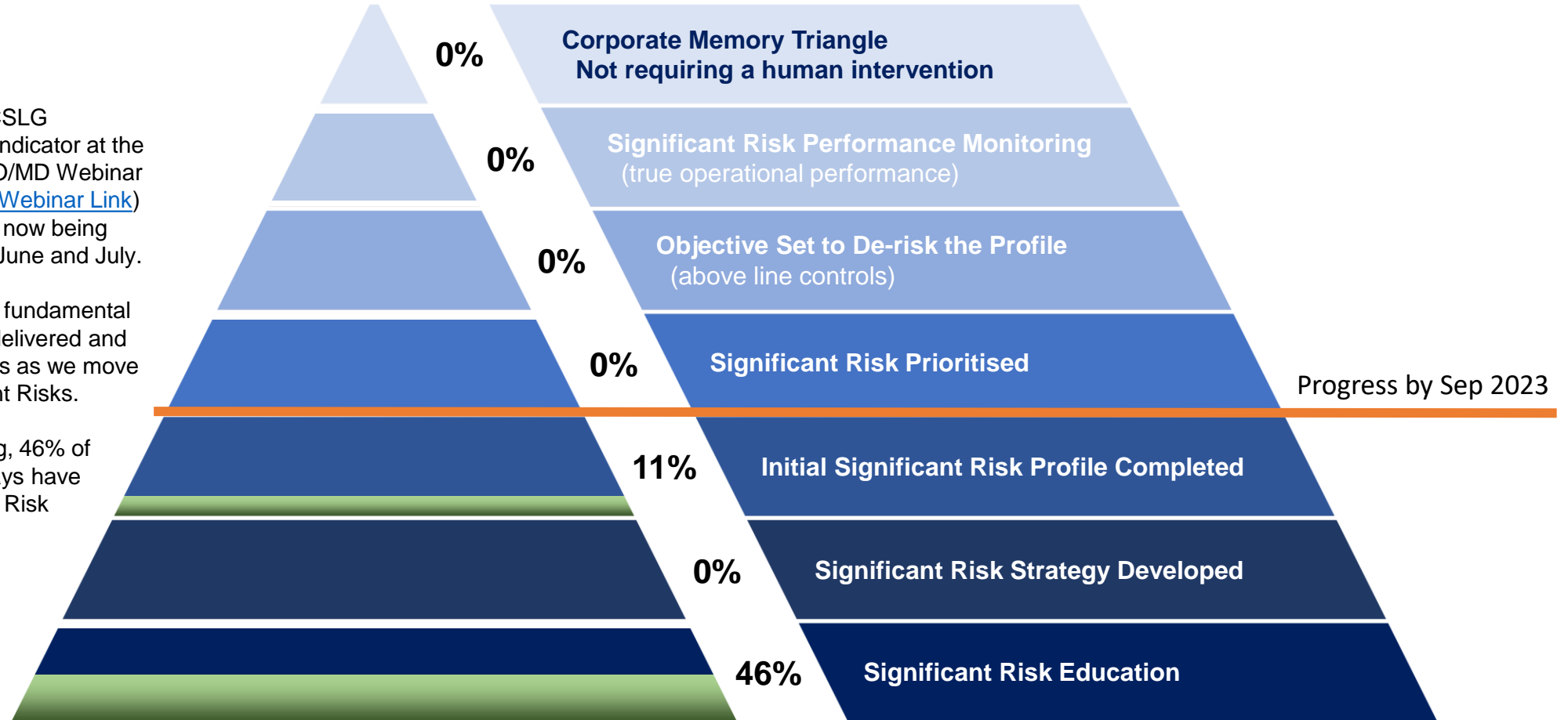
Leading Indicator: Strategic Direction adopted & evidenced throughout the Supply Chain and National Highways

In-month commentary:

On the 15th March 23 the SCSLG launched their first Leading Indicator at the Engagement Council. A CEO/MD Webinar followed on the 22nd March ([Webinar Link](#)) and Technical Webinars are now being completed throughout May, June and July.

This Leading Indicator is the fundamental building block and must be delivered and embedded to ensure success as we move forward with the 9 Significant Risks.

In this first month of reporting, 46% of suppliers to National Highways have engaged with the Significant Risk Education programme.



Note: Significant Risk Education CEO/MD Engagement (76 out of 165 suppliers engaged)
Note: Initial Significant Risk Profile Completed (19 out of 165 suppliers engaged)

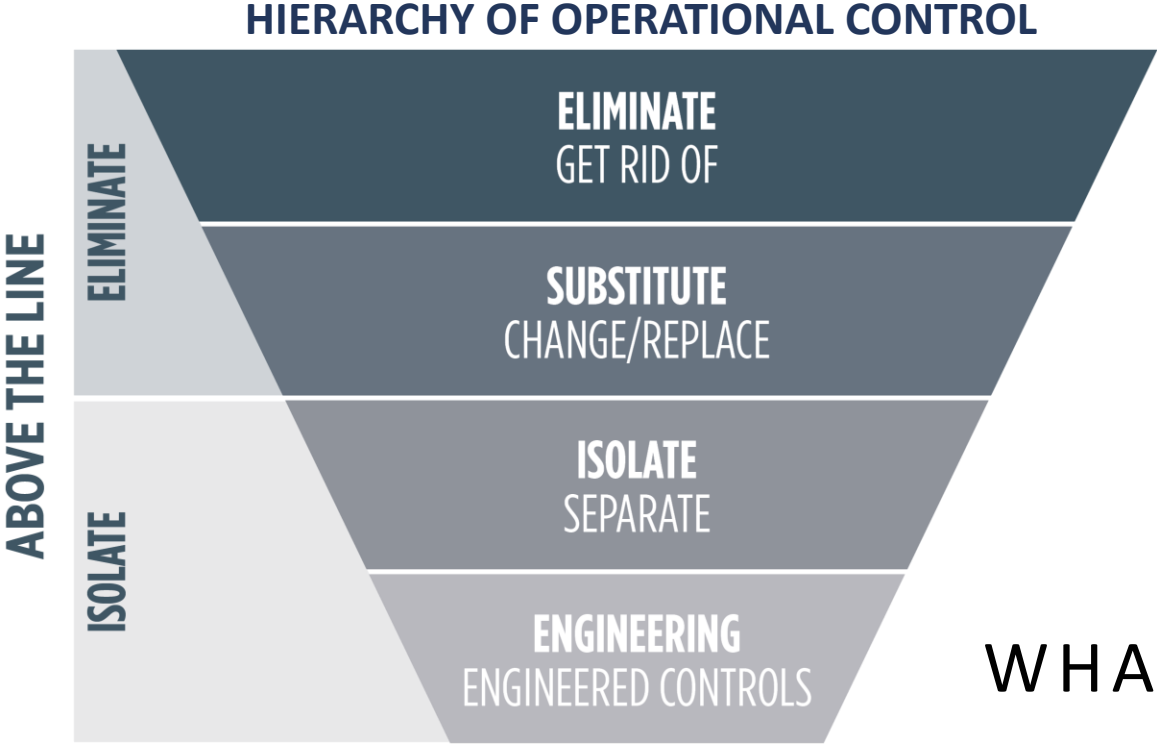
Vision

To eradicate any occurrences of fatal harm from “**significant risks**” throughout the complete lifecycle of all National Highways assets by 2030 and prevent occupational health life-changing harm by 2040, by elimination, substitution, isolation and/or engineering controls.





Significant Risk Thinking



WHAT IS DIFFERENT?

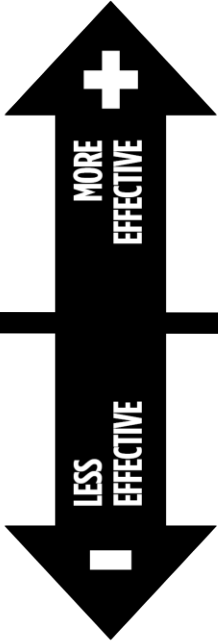


Significant Risk Thinking

HIERARCHY OF INTERVENTION EFFECTIVENESS

WHAT IS DIFFERENT?

 ABOVE
THE LINE



FORCING FUNCTIONS

AUTOMATION & COMPUTERISATION

SIMPLIFICATION & STANDARDISATION

SYSTEM
FOCUSED

Risk Profiling Results



PRIORITY GROUPS



IDENTIFYING THE RISKS

RISK PROFILE - A FIRST FOR INDUSTRY

Occupational Road Risk

People Plant Interface

Incursions + IPV Strikes

Working at Height

Temporary Works

Underground – Overground Services

Occupational Health – Noise – Dust – Manual Handling

Plant Turnover

Lifting Operation



Vision


To eradicate any occurrences of fatal harm from “**significant risks**” throughout the complete life cycle of all National Highways assets by 2030 and prevent occupational health life-changing harm by 2040, through elimination, substitution, isolation and/or engineering controls.

Strategic Objectives

We will change the industry through a relentless focus on the eradication of life-changing harm by adopting the reverse triangle approach and **only** accepting “**above the line**” (Fig. 2) solutions by:

1. Understanding and developing the risk profile for National Highways and the Supply Chain ★
2. Separating and prioritising the “significant risks”
3. Setting objectives to de-risk the sector based on the findings of the risk profile e.g. eliminate live lane working
4. Educating people on the “significant risks thinking” and the effectiveness of controls ★
5. Applying the Hierarchy of Intervention Effectiveness (Fig. 1) to deliver a consistent and sustainable approach to de-risking the sector ★

Strategic Objectives continued

6. Applying “above the line” solutions with reference to the Hierarchy of Control (Fig. 2) to deliver innovative sustainable risk controls across the sector and creating an environment where people can fail safely and learn from their mistakes 
7. Revolutionising health and safety performance reporting by producing a common set of industry standards related to the risk profile and identifying contributory leading indicators, which will be adopted by National Highways and the Supply Chain, to drive health and safety performance improvement to achieve the Home Safe and Well targets
8. Standardising asset specifications across the entire strategic road network utilising safer and healthier by design principles as prioritised by the “significant risk profile”
9. Creating a set of Common Intents and Raising the Bar standards to ensure safer and healthier design, construction, operations and dismantling activities can be delivered “above the line”



Strategic Tactics

The strategic tactics help to **deliver, drive, and embed** the objectives in section 2:

1. To identify leading indicators for the “significant risks” and monitor their implementation
2. To complete each “significant risk” leading indicator by 2030 with two-year cyclic plans of contributory bite sized actions
3. To develop a Common Intent to explain the principle and methodology of risk profiling that will be used by National Highways and the Supply Chain completing the “significant risk” profile
4. To create Common Intent and Raising the Bar standards that should encompass the principles of simplification and standard language, ensuring that they are also agile to deliver and embed “above the line” solutions
5. To develop a Significant Risk Reduction Code (SRRC) focusing on the output from the risk profile, with an emphasis on the development of a robust change management process to include close and effective supervision and personal risk reduction measures



Strategic Tactics

The strategic tactics help to **deliver, drive, and embed** the objectives in section 2:

6. To produce Significant Risk Audits (SRA) for each of the Significant Risks and other requirements such as SRRC's. These audit scores are to be weighted against the most effective controls and reported as part of health and safety performance
7. To build on National Highways' existing analytical capabilities, to include specific weak signals to aid in the effective risk management; with a focus to include dynamic dashboards, text mining, and predicative analytics
8. To develop a communications plan that drives this strategy across National Highways and the Supply Chain; the plan should include opportunities to develop engagement with the National Highways Supply Chain Communities, providing a learning opportunity to adopt and understand the principle of "significant risk thinking"
9. To research, trial and embrace infratech/digital solutions that can deliver "above the line" solutions (Fig. 2)



Leadership

Valued leadership across all roles will be critical for achieving the strategic vision and will be required throughout National Highways and the Supply Chain to attain Zero Harm by 2040.

We will need transformational leaders across the sector to deliver:

1. Commitment
2. Inspiration
3. Innovation
4. Engagement
5. Collaboration
6. Exploitation of digital and emerging technology

Responsibilities

Detail out responsibilities for the Strategic Direction across your Company's Organisation Chart i.e

Chief Executive Officer (CEO)/Chief Operations Officer (COO) – has full responsibility for ensuring that relevant resources are available to ensure that this strategic direction can be met in full and is also required to monitor and review the approach on a regular basis. Notwithstanding the previous statement, the CEO/COO has disseminated the management responsibilities to various other personnel within the company.

Directors – must ensure that sufficient resources are available to ensure that this strategic direction can be met in full and for ensuring compliance with relevant requirements and ensuring co-operation of relevant personnel.

Senior Managers – must ensure that sufficient resources are available to ensure that this can be met in full and for ensuring compliance with relevant agreed actions as determined by the review.



Governance process

The Corporate Governance of the Significant Risk Strategic Direction, can be described as that part of a company's corporate governance process by which the board, (the controlling mind), seeks to secure adequate direction and oversight of the Strategic Direction. This includes the activity of the board and its supporting committees.

Recent research has suggested that HS governance can be further defined as, 'the relationship between board members and senior executives in the safety leadership of an organisation and provides the structure through which the vision and commitment to safety is set, the means of attaining safety objectives are agreed, the framework for monitoring performance is established; and compliance with legislation is ensured'.

What's required and when

- Significant Risk Strategic Direction developed and returned
 - Commitment to Significant Risk Education
 - Commitment to Significant Risk Profiling
 - Commitment to the application of the two models
 - Commitment to Significant Risk Leading Indicators
 - Commitment to Significant Risk Health and Safety Performance
 - Commitment to share the philosophy and learning
 - Governance
 - Responsibilities
- Acknowledgement that the Highway Leadership support Strategic Direction and commitment to monitor and review the approach



Returns to

- Natalie.mansell@atkinsglobal.com
- By the 10th of September



Need Help

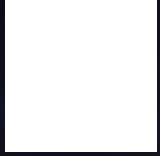
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Plan Moving Forward!



SUPPLY CHAIN SAFETY
LEADERSHIP GROUP

- Further Technical Webinar covering Risk Profiling
- Significant Risk Strategy and education
- Risk Profile your organisation
- Prioritise your Significant Risks
- De-risk performance measures
- A new way for H+S Performance 
- Need to Deliver the First Leading Indicator:



Thank You

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 national
highways

