



## NJUG CASE STUDY

### CASE STUDY 68: Skanska Utilities - *We work safely or not at all*

#### Winner of the NJUG 2013 Safety Award

The National Joint Utilities Group (NJUG) is the UK industry association representing utilities solely on street works issues. The 38 utility companies and 18 contractors<sup>1</sup> we represent are major contributors to economic growth, and work to deliver gas, electricity, water and telecommunications to both individual consumers and UK plc.

NJUG members need to continue to drive forward further improvements. We have therefore developed the NJUG Vision for Street Works, which revolves around six main principles:

1. Safety is the number one priority
2. Utilities deliver consistent high quality
3. Utilities work together and in partnership with local authorities and contractors to minimise disruption
4. Utilities keep the public informed on all aspects of works
5. Utilities maximise the use of sustainable methods and materials
6. Damage to the underground assets is avoided

This case study is an example of the street works sector delivering on these principles and turning the vision into reality.

#### Overview

During 2013 Skanska Utilities set out to enhance a number of key areas within its operations to improve the health and safety performance. These areas were split into 2 identifiable areas: i) Injury Free Environment ii) Controls and Monitoring.

#### Case Study

**Injury Free Environment:** IFE is aimed at all levels within the company and seeks to build a culture of care and concern amongst colleagues along with openness to being challenged by their peers if they saw anyone carrying out an unsafe act. **Skanska Utilities** registered many success stories resulting from their IFE programme.

IFE Award Winners



IFE is about allowing their workforce to think about why safety is so important, linking activities at work to their family, friends and home life. This is explored via a 4 hour IFE orientation that all Skanska Utilities and sub-contractor partners attend.

**IFE Forums:** Through engagement Skanska has generated genuine interest among their workforce to improve standards, which has led to multiple employee forums and working groups. For example, the Injury-Free Environment Employee Forums led the development of new control measures for managing the on-site risk assessment process (point of work risk assessment), ideas for cable avoidance, and flame retardant overalls with built in high visibility.

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<sup>1</sup>NJUG's current members are Energy Networks Association (representing electricity and gas), Water UK (representing all water and wastewater companies), National Grid, Openreach, and Virgin Media. Our associate members are Clancy Docwra, Skanska, Balfour Beatty, Carillion, First Intervention, Laing O'Rourke, Compass, AMEC, Enterprise, Morrison Utility Services, Fastflow Pipeline Services, Kier Group, CLC Ltd, PJ Keary, Murphy Ltd, Murphy Group, Morgan Sindall and SQS. Including members through trade associations, NJUG represents thirty-eight utility companies, eighteen utility contractors.

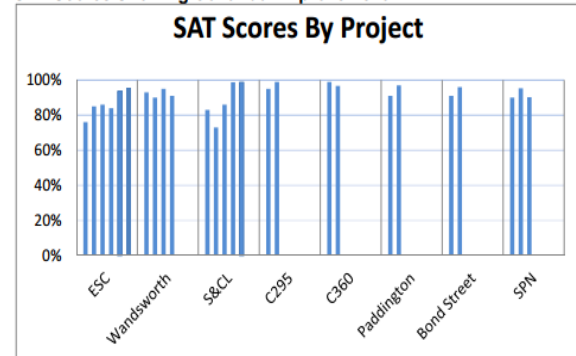
**Controls and Monitoring:** The management controls and monitoring procedures made a significant contribution to improving the safety and health of their operations and include:

**'Our Way of Working':** is the 'One Skanska' approach to an integrated management system that was developed by reviewing best practice internally and externally to ensure they have the best way of doing things. All Managers and Supervisors attend a 1 day workshop to learn how to use and navigate their way around the 'Our Way of Working' management system. The training requires questions via the workbook to be answered using the core 20 H&S processes / procedures and forms. The workbook then has a self-audit self-check element for when the manager / supervisor returns to their project to ensure compliance against the management system. Access to 'Our Way of Working' is via the company intranet page ensuring that the most up to date forms processes / procedures and forms are always readily available.

**Temporary Works:** A new guidance document for team leaders and supervisors which allows clear interpretation of the procedural requirements covering the installation of trench supports within working excavations. Each project has at least 1 nominated Temporary Works Co-ordinator (TWC) who has attended the Skanska specific TWC Course. The course runs over 3 ½ days and is held at the National Construction College, Bircham Newton.

**External Audits:** All Skanska Utilities projects receive quarterly focused health and safety management system audits per annum, undertaken by their independent health and safety auditor - SAT. The auditor reviews compliance of their processes and procedures in line with their management systems, culminating in a scored audit report. Audit scores are reviewed at the Utilities operating unit board meetings and corrective action plans developed, owned and closed out by the operational management team of the project. Over the last 12 months the audit scores improved, demonstrating compliance to the 'Our Way of Working' Integrated Management System.

SAT Scores Showing Continual Improvement



**REACTEC – HAVS Management:** Skanska Utilities and their subcontractor partners use the REACTEC HAVS monitoring system for the individual monitoring of vibration exposure. All teams are issued with information within their health and safety team pack on the vibration levels of specific items of plant that have been issued to them. By using the REACTEC HAVS monitoring system whilst working at site the system provides the user with real-time exposure information. In addition the individual exposure data from the REACTEC HAVS monitor is downloaded, reviewed and where necessary further control measures such as occupational health referrals are provided.

**Pre-Task Briefing:** Prior to any task being undertaken, Skanska requires that the individuals involved are engaged in a pre-task briefing led by the team leader. The purpose of this process is to discuss the activities and agree on the safe working method as well as to review any hazard identified and ensure everyone involved understands what to do in an emergency. The pre-task briefing may result in an amendment to the Point of Work Risk Assessment.

**Maintaining Competence:** Skanska focused on maintaining high levels of competency amongst the workforce through the creation of a worker accreditation process. Skanska issue all operational persons with a Safety Passport, which contains all information necessary to complete the biannual worker accreditation process. This includes:

- Individual Performance Review (annual).
- Copy of Competency Certificate.
- Record of Competency Activities Undertaken.
- Operational assurance audits (minimum of 1 per annum).
- Operational forums (2 per annum).
- Knowledge tests (1 per 2 year cycle with a 80% pass mark).
- Behavioural exchanges (2 per annum).

