

# CROSSRAIL'S TARGET ZERO IMPROVEMENT PLAN - 2015 / 2016 ▶





# A MESSAGE FROM ANDREW WOLSTENHOME (CROSSRAIL CHIEF EXECUTIVE) ▶

## **There is nothing so important on Crossrail that it cannot be done safely!**

Our Target Zero principles are clear; everyone has the right to go home unharmed; all harm is preventable; we have to work together to achieve this.

Over the last 12 months almost 50% of our contracts have lived these principles and have completed their works without a single lost time injury. This is a fantastic achievement and testament to the passion and dedication demonstrated by everyone working on those sites.

As we move into our next year, 2015/16, we need to extend this performance to all of our sites. But doing so will be increasingly challenging.

We are moving into a new phase of works with a different risk profile. New risks associated with installation of mechanical and electrical systems will soon take us into the commissioning phase for those systems and further risks. We must ensure we understand these risks, eliminate them where possible and effectively control and manage those that remain.

Moving into the next phase we will also welcome new additions to our teams, many of whom will not have worked on Crossrail previously. We must help them understand our principles of Target Zero, our Golden Rules and our overall

expectations to demonstrate world class health and safety performance.

'There is nothing so important on Crossrail that it cannot be done safely!' This is a message we have delivered since the start of the project and one that we intend to continue communicating simply because it's what we truly believe.

Throughout this coming year we will also increase, again, our focus on the prevention of ill health and the general health and wellbeing of our people. Many of the activities undertaken within the construction industry have the potential to cause significant long term health effects. Crossrail is no different and we will be using 2015/16 as an opportunity to escalate the promotion of good health practices amongst our respective workforces and to set an example to the wider construction industry.

The 'Have your Say' health and safety climate survey was everybody's opportunity to let us know where we may need to improve. We have developed plans to respond to the information obtained from the survey and will be conducting another survey this year to help us improve further.

Engagement and communication will be pivotal to our success over the coming year and we intend to work hard to have greater engagement from our teams and utilise their expertise to help us move closer to our world class aspirations and Target Zero.

A challenging year awaits us but we are well equipped to deal with this. We have great teams delivering great performance and improving results. This must continue and I know we are all committed to make this a reality.

Remember 'There is nothing so important on Crossrail that it cannot be done safely!'



# 2015 / 16 CORPORATE H&S OBJECTIVES ►

In line with the overarching Crossrail H&S objective, 'Are We Safe?' we have established 3 corporate safety enablers which provide a focal point for all other H&S performance objectives. These are:

- To strive for excellence in industry health and safety performance through continued focus on Health and Safety Performance Index,
- To improve H&S through the Frontline Leadership Programme and
- To reduce accident and incident rates across the project.

In order to ensure we continually strive to achieve world class health and safety performance in 2015/16, we have set the following objectives:

## What we'll do:

### Revitalise Target Zero

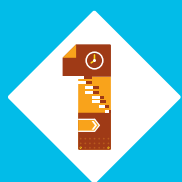
Over the past 3 years, Crossrail's Target Zero strategy has been complemented by a set of Golden Rules which have stipulated the required standards for some of the highest risk activities undertaken on our sites.

As we move into the next phase of the project we have reviewed the effectiveness of this strategy considering the project profile going forward.

Following a detailed review of our accidents and incidents and liaison with our site-based contractors, Crossrail have updated the Golden Rules. These now focus on behaviours. They are designed to continually improve the safety culture across the project through influencing the behaviour of staff working on Crossrail.

## How we'll achieve it:

- We will establish a cross-party working group (Principal Contractors and Crossrail) to review and recommend changes to the existing Target Zero initiative.
- We will develop a communication plan including tool-box talks, posters and branding to ensure that all staff, contractors and other interested parties live and breathe our Target Zero philosophy.
- We will secure the buy-in of Principal Contractors from the SHELТ committee and ensure that Target Zero is promoted in all of our Principal Contractor organisations.
- Develop best practice guides in partnership with Principal Contractors for the identified high risk operations within Crossrail.
- Measure the effectiveness of the Target Zero initiatives via the 'Gateway' performance measurement process and also the Have Your Say survey.



# What we'll do:

## Engage the Workforce

Through all of our safety initiatives, Health and Safety literature, training sessions and site inspections, we will work positively with those staff that are exposed to risk on a day to day basis. This will help to instil a 'safety first' attitude among the workforce that ensures all people working on Crossrail behave in a way that demonstrates excellent safety leadership, to all colleagues, visitors and the general public. Engagement with the workforce is pivotal to achieving this.

## How we'll achieve it:

- In collaboration with the workforce we will develop and publish best practice guides for our 9 most hazardous operations.
- We will develop a 'Safety Tour' process which can be undertaken by any member of staff and submit it for further analysis. This will complement our existing 'Leadership Tour' process.
- We will improve our H&S induction process to ensure that Target Zero is realised at Crossrail. This will encompass an improved induction training session and materials which can be utilised by Crossrail managers and Principal Contractors when inducting people to Crossrail.
- We will ensure that liaison occurs continually across the project through our existing communication networks and improve these networks where deficiencies are identified.
- Ensure that Golden Rules, Gateway and SHEF (Safety, Health, Environment and Facilities) inspection programmes are conducted and acted upon in collaboration with the wider workforce.
- We will share good practice and celebrate the success of all health and safety achievements on Crossrail through our Gateway Award scheme.
- We will conduct our annual 'Have Your Say' Health and Safety Climate Survey to invite feedback from all working on Crossrail on where and how we can improve the way we manage Health and Safety. Plans are already in place to act on the feedback raised from last year's survey.
- We will engage an additional 100 members of staff across the project in the Frontline Leadership Programme. This will help to encourage positive H&S leadership across the project.
- We will conduct 2 Stepping Up Weeks which will help to reinforce our Target Zero philosophy as well as providing staff with an opportunity to engage in development activities relating to health and safety.





# What we'll do:

## Promote a Healthier Crossrail

Ensuring the health and wellbeing of our staff to ensure the success of Crossrail. At Crossrail we pride ourselves on the support we provide to promote healthy working and living, protecting our staff from health hazards, supporting those with health problems and providing opportunities to enhance the wellbeing of the workforce.

## How we'll achieve it:

- We will review and refocus the Health and Wellbeing Strategy for Crossrail to ensure that the previous objectives are relevant for the next phase of the project.
- We will work closely with Constructing Better Health, our Principal Contractors and their Occupational Health Service Providers to ensure that health assessments are conducted to the CBH standards and data appropriately is retained.
- We will ensure Principal Contractors implement a full Drug and Alcohol programme that includes 'for cause' and 'post incident' testing and random testing of at least 10% of the workforce.
- We will continuously improve occupational health through the audit programme and sharing of best practice. We will continue to promote a monthly health promotion programme which includes a monthly toolbox talk, targeted campaigns and other initiatives.
- We will engage with research initiatives that offer a further understanding of our occupational health risks and how to protect health at work.



# What we'll do:

## Share Best Practice and Promote Proactive Health and Safety Management

Crossrail operate an 18001 compliant safety management system which encourages a proactive approach to health and safety management. Crossrail intend to do more than just what is legally expected of us and intend to exceed meeting legal requirements in order to ensure that we are constantly at the forefront of H&S within the construction industry.

## How we'll achieve it:

- We have developed an Incident Investigation training package to be rolled out across the project. This will help to ensure incidents are investigated to a sufficient level to be able to identify their immediate and root causes.
- We will continue to share lessons learnt and good safety practices through our various communication forums and Rivo alert process.
- Crossrail will conduct a wholesale review of all of our management processes including, risk assessment, monitoring, incident reporting and investigations in order to ensure our processes are free from unnecessary bureaucracy, relevant and effective.
- We will provide training sessions to all of those working within the project to ensure that the safety management processes are fully understood and implemented.
- We will benchmark our incident data against other external organisations / industries to ensure that we remain one of the highest performing organisations in the world.
- We will develop and enhance our risk assessment process to help us deal with incidents before they happen.
- We will appoint legacy champions that contribute to Crossrail's Learning Legacy and produce appropriate information for the benefit of future projects.





# What we'll do:

## Pioneer a Health and Safety Legacy

Crossrail have a commitment to leave behind a learning legacy and will develop best industry practice through experience and set out the highest standards of H&S in order for others to follow our example in the future.

# How we'll achieve it:

- We will review the Leadership Tour process and will actively encourage staff from all disciplines across the project to partake in the tours.
- We will further develop our Behaviour Influences Behaviour programme to ensure that all Crossrail staff are aware of, and able to demonstrate, the key behaviours required to promote a positive safety culture.
- We will conduct research projects into key risk areas to ensure that lessons can be learned from the advancement that has been made through Crossrail practices. This will include exposure to dust and diesel emissions and workplace fatigue.



Learning Lessons Document



**Target  
Zero**