

Health & Safety Review 2017

“Time to Reflect”

health+safety

MY NUMBER 1 PRIORITY
BECAUSE I WANT IT TO BE



RR

Learning from incidents – H&S

Every incident during the year creates an incident bulletin with points to consider. These bulletins are circulated to everyone at Portsmouth Water. Throughout the review you will see these 'points to consider'. The question is how many of them have you considered?

RR

Introduction

Health and Safety has been the number 1 priority within the Company for a number of years and this focus using a number of company wide campaigns and initiatives has helped us record a dramatic fall in the number of accidents. 2017 saw a whole year without a reportable accident. A reportable accident means someone has been injured enough to be off work for over 7 days. This is something we should all be proud of.

Whilst it is important to recognise our achievements in making the Company a safer place to work it is equally important that we do not rest on our recent good performance but strive even harder to ensure that H&S remains at the forefront of all our activities.

This review outlines some examples of how we are improving H&S in the workplace by embedding it in the hearts and minds of everyone. Over the past 12 months we have seen some positive initiatives including improvements to our equipment, changes to the working environment, looking at staff wellbeing and

how a healthy person equates to a safer workplace. Many of these initiatives have been driven pro-actively by departments and this is a positive step in ensuring H&S is always in the forefront of our thoughts and actions.

Equally this review shows an example of operatives working in a highway that, despite numerous campaigns and awareness, was not carried out in the safest possible way or as we would expect it to be carried out. Fortunately in this case no-one got injured but it was a timely reminder that we must always stay on top of our game when it comes to H&S.

So let's take a second and congratulate ourselves again on an excellent year but equally remain vigilant and avoid complacency, ensuring at all times we are looking after both ourselves and our colleagues by putting H&S first.

We must not compromise when it comes to H&S.

RR

POINTS TO CONSIDER

87% of staff believe they are more H&S conscious at home as a result of the Company's approach.

yy



Neville Smith
Managing Director



Number Of Accidents In 2017

There were 6 accidents for the year – an increase of 1 from last year.



POINTS TO CONSIDER

When was the last time you reviewed a risk assessment?



2017 saw no reportable accidents – a reportable accident is where someone has been off work for more than 7 days as a result of an injury at work.

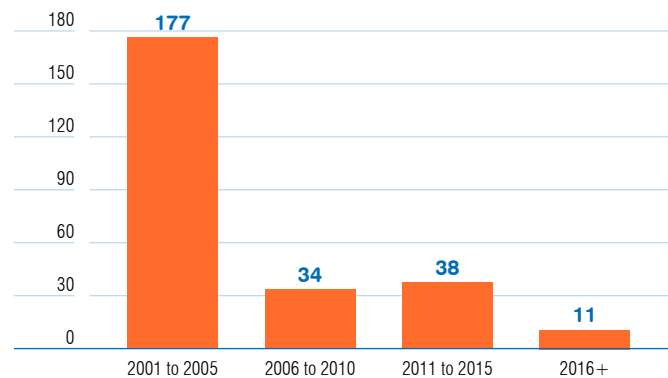


POINTS TO CONSIDER

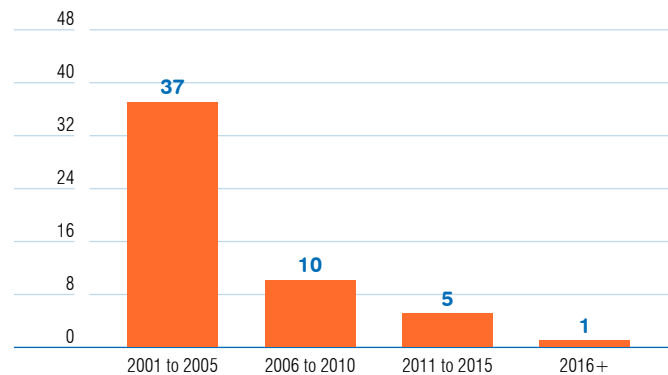
We should look continuously at our environment and ways to improve our processes and how we work with regards to safety.



Total Accidents - Last 17 Years



Reportable Accidents - Last 17 Years



Monthly H&S Updates

To support the Hearts and Minds approach we now produce on a monthly basis an H&S update. The update includes sections on:

- Changes in Legislation
- H&S Briefings both general and industry specific
- Toolbox Talks
- PW H&S questions

The format uses a “bite size” easy to understand approach to highlight incidents / issues of interest with people contacting HR if they wish to have more detail on a specific issue.

The updates included specific incidents that happened within the industry that are closely related to the type of activities we carry out at Portsmouth Water. An additional item this years was the 5 minute challenge. A short quiz on a number of subjects.

The booklet is circulated to Managers with the expectation the update is circulated throughout the business.



POINTS TO CONSIDER

When was the last time you read the update or asked for more information?



Hearts and Minds

To support the Hearts and Minds initiative at the end of the year each department was asked to name something that in terms of H&S helped reinforce the hearts and minds approach within their department. The responses were as follows:

The customer service way

by Clare Younger

We introduced quarterly department checks reviewing the following areas. The reviews were carried out by staff members within the department. Each review were followed up with a report and a list of actions.

- Reception
- Customer Services (including storage cupboard)
- Mail Room/Remit
- Kitchen
- Print Room



POINTS TO CONSIDER

Always clear up any spillages – it does not matter who made the spillage? If you see an area that has a spillage do not simply step over it BUT clear it up or report it.



The finance way

by Nicola Nestor

Our most significant improvement was very simple. Recognising that we had a potential trip hazard from carrying hot drinks up and down the stairs and to fetch milk we installed a fridge in the Finance office. We no longer add to a potential hazard and have eliminated trips, slips and falls that may have occurred from spillage

The water quality way

by Carol Lucas

As a result of reviewing the sampling activity we introduced safety shoes for sampling, RAs are still done by group discussion and signed for as proof of acceptance and attendance.

Hearts and Minds

The supply way

by Richard Keates

We are a member of the Water UK industry H&S network group and such receives information on a regular basis of incidents within the industry. The information sent throughout the business either as a stand-alone bulletin or part of the monthly H&S updates. Once such incident involved a fatality within South West Water.

It was very pleasing that Kevin Barnett took the outcomes from this serious incident and used the lessons learnt to readjust his department's working practices (as outlined below) to make their activities safer.

"Further to the recent incident at South West Water where Robert Geach lost his life when he fell through a hatchway into a sand filtration unit and drowned I have reassessed the risk of one of our operators carrying out a similar task.

At Soberton we open a similar hatch to a waste water tank on a weekly basis to add Sodium Bisulphate to neutralise Sodium Hypochlorite before it discharges to the river Meon.

The original risk assessment carried out on the 12/05/2012 deemed that the probable frequency of an accident was "improbable occurrence" = 1 with the "severity" being "major injuries to one person" = 3 therefore the risk was calculated to be a 3 "Insignificant risk". However reassessing the risk to cover the failings

of SWW means that we have had to increase the level of mitigation within the "current safety precautions and control measures" by writing a specific safety method statement and making it a two man operation.

The most recent loss of life proves that the frequency of an accident is "possible occurrence" = 2 with the "severity" being "death of one person" = 5 therefore the risk is now raised to 10 "Low risk".

Although the risk is low we have asked M&E to modify the cover so that only a small opening can be achieved therefore mitigating the risk of anyone falling into the tank consequently reducing the tasks risk score. Once M&E have completed the modification the task will be reassessed".



POINTS TO CONSIDER

We are all responsible for making the area we work in safe.



Hearts and Minds

The secretarial way

by Chris Hardyman

I would say that our most notable achievement was to use Hearts and Minds to motivate our team enough that one of them volunteered to lead the Health and Safety awareness committee. I think that was our clear indication that the H&S messages were working.

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POINTS TO CONSIDER

A slip may appear minor but evidence shows it can be the cause of a serious injury – imagine if a slip causes someone to fall down some stairs and hit their head?

yy

The facilities way

by Hugh Fancourt

Let's go with the Pipe Rack - Stores (Mike Tandy in the 1st instance) raised as an issue with the old one, limited capacity, over flowing and Coils not that securely held.

Lead to a review of the issues, design, build and installation of the new rack; far larger capacity, coils securely held and more accessible - i.e. do not have to remove a number to get the one at the back.



Hearts and Minds

The distribution way

by Ben Sydenham

To help embed H&S we introduced a revision to our site audit form/process.

During 2017 the Distribution Team reviewed their site audit form and inspection process. Although a previous form was in existence on review it was found no to prompt the auditor to consider the wider aspects of the general field based Distribution activities, nor did it encourage a two way discussion.

Two variations of the form have been produced, one for those engaged in general asset maintenance including excavation of the highway; the other form tailored to those involved in leak detection and general network operation activities.

The revised forms were launched during 2017 along with a clear expectation that all Supervisors will undertake a programme of audits over a rolling 12 month period, auditing all staff on a minimum of 2 occasions. The purpose of each audit is to include and engage with the operative being visited so the findings are a joint activity between Auditor and Auditee. The aim of the open discussion which the process prompts, is to walk/talk through the activity being undertaken at the time. This encourages a positive discussion/feedback loop which helps inform and educate the operative and also prompts them to discuss any challenges be those kit, training, knowledge or process related. All observations

are noted and any suggested improvements considered, agreed and rolled out across the relevant department functions.

Some examples of improvements which have been made from the feedback of operatives during this process include: Revised design/material for access steps on the rear of vans, reversing cameras now being installed as standard on all maintenance team vehicles, adjustments to vehicle racking design to both maintenance team and Inspector vans, review and issue of operatives clothing/PPE & trials of alternative tooling and plant.



POINTS TO CONSIDER

We should look continuously at our environment and ways to improve our processes and how we work with regards to safety.



Hearts and Minds

The IT way

by Mark Richardson

We continue to do our Risk Assessments, continue to have Health, Safety and Wellbeing as a standing agenda item at our weekly team meeting. A key part of approach is that we simply look out for each other and participate in all learning opportunities.



The regulation way

by Steve Morley

The Regulation Department undertake dynamic risk assessments for all external work, including in particular work to enhance the biodiversity of our sites and capital work associated with two river restoration schemes in land owned by others.

This ensures our staff and contractors are safe on the sites at all times given the weather in particular can quickly change the associated risk of any activity.

Throughout the year there are examples of where we have changed location and / or activities of contractors and staff working parties in light of such changing risk, with no accidents or near misses as a result.

Hearts and Minds

The investment way

by Mark Mills

The main H&S drive in the past year within Investment has been the Health, Safety & wellbeing tool box talks the team have delivered throughout the year. Each member of the team is invited to present at some point in the year, they are free to choose their subject as long as it follows one of the 3 themes of health, safety or wellbeing. That person is then responsible for promoting their subject, or driving that aspect, within the department for the next 12 months. Oh yes and everyone gets a piece of fruit to take away from the session!

I have been really encouraged by everyone's responses, there have been some fantastic presentations and it has been excellent to see those in the department who have previously been very reluctant to do a toolbox talk at all, step up and present in front of the entire team.

The standout area I would highlight is mental health, aspects of mental health have been the subject of 4 presentations, and it has been mentioned in at least another 2. Members of the team have been very candid in recounting their experiences of mental health and how this has affected both their work and home lives.

I believe that the team has grown throughout the process and the effectiveness of the sessions is clear with attendance being lower to begin with, progressing to full attendance at every session now. At the last session the presenter started his presentation asking

'everyone here who thinks these sessions are a waste of time, who moans and grown about having to come up to another H&S toolbox talk raise their hand'. The theme of his presentation was how an accident at work in is 20's had affected his entire life, and not only is H&S not a waste of time people should challenge more to ensure we are all safe. It was a powerful reminder of what could happen even when you follow the procedures in place but are afraid to challenge when you feel these are not correct. There were no hands raised to the initial question ' is H&S a waste of time' and I think most people were shocked at the idea, a real recognition that H&S is now considered part of everyone's day job.



POINTS TO CONSIDER

Always be aware of potential risks within your working environment especially if the environment changes during the activity i.e. gets wetter etc



'Don't Walk By' and accident reporting

So what is 'Don't Walk By?'

We launched the 'Don't Walk By' initiative a number of years ago encouraging staff to report near misses, areas that are unsafe or simply highlight how we can improve H&S. They can report issues using a 'Don't Walk By' card, direct to their Manager / Supervisor, safety representative or via a designated e-mail dontwalkby@portsmouthwater.co.uk.



POINTS TO CONSIDER

When was the last time there was a safety check within your working environment – ask your supervisor if you are not sure.



creating a safe environment



don't walk by
including near misses

Have you seen something that is/was not safe and could have caused an injury?
Please let us know and we will investigate.

.....
.....
.....
.....
.....
.....

NAME:

DATE:

Please return to HR Department.



Vision: Delivering excellence
for our customers, our people and our environment

IOSH for all Supervisors

A key area of the plan is to try and involve more people throughout the business (especially those working out in the field) in driving H&S forward. The plan is to involve them in company wide activities, for example contributing to the safety committee, but even more importantly give them more help and advice on H&S matters. This will include arranging site visits to other organisation as well as improving the information (and how we do it) that they receive.

To help add value to H&S it was agreed that all those with a supervisory position receive a qualification in H&S. The IOSH “managing safely” is a recognised accredited course (all our Managers are required to achieve this, where there is an externally marked exam and practical exercise at the end of the course). This should give staff some recognition as well as reinforcing the importance we place on H&S within the business.

All supervisors have now obtained the qualification.



POINTS TO CONSIDER

If you see something that is not safe - report it either to your Supervisor or by the “Don’t Walk By” process.



Complacency

Below are two incidents that have created a 'wake up' call for the business in that we still have some fair bit work to go in improving H&S at Portsmouth Water. Fortunately both of these incidents did not cause an injury.

How many of us have challenged ourselves and ask the question are we doing this in the "safest manner" or checked that all safety protocols are in place?

Both incidents could be attributed to a complacent attitude in regards to H&S.

Working Safely in the highway

During the year 2 Inspectors were observed working on the highway without any appropriate signing and guarding during the activity i.e. signs / cones etc.

This was hugely disappointing as we have identified this type of "small works in the highway" as a high risk activity and we have spent considerable amount of time, resources and effort in highlighting these dangers to the workforce.

This has previously included formal training (they have to have a formal street-works qualification), Tool box talks and even a drama performance as part of driver safety week highlighting the importance of signing and guarding.

The danger stems from the activity being a short duration activity i.e. can often take less than 5 minutes. The risk is that the operative feel that he can "nip out"

and carry out the activity without having to spend time setting up the job correctly i.e. with signs / cones etc.

As a result of the above we sent out a '3 line whip' to all relevant operatives to attend a session led initially by Rod Porteous and then by Ben Sydenham (Distribution Manager).

The purpose of the session was to highlight the dangers, our expectations (no short cuts – does not matter if the job takes longer) and to draw a line in the sand in that we will not accept any further issues when it comes to short duration works. Underpinning all this was the fact that safety is our no1 issue but it only works if it is the operatives no 1 issue as well.

Farlington - Plant Flooding Investigation

A potentially serious incident occurred during the year at Farlington which caused a manned area to be flooded with approximately 600mm depth of water. A full report was produced within 3 days of the incident. Some of key findings are shown below.

No-one was hurt and also it must be said that all parties i.e. PW and Trant's (the contractors) carried out the investigation with a sole purpose of finding what went wrong and how we can ensure it cannot happen again. There was no blame or finger pointing but professional collaborative approach to finding out what went wrong.

A six hour planned shut of Farlington WTW was undertaken to allow modification work to the UV outlet manifold to proceed. Trant Construction were the

Complacency

contractor undertaking the work which involved the shortening of 2 dead legs, following the removal of the membrane plant. The plant was shut down using the SCADA control mechanism and the UV streams were taken out of service. In addition, the outlet valve to the contact tank was manually closed. Almost all other assets were not physically isolated or locked off. At approximately 14:00 a 1 second reset pulse was sent. This opened up the RGF outlet valves raising the water level in the RGF common outlet channel. The level rose to a depth that triggered the level sensor to request 3 UV streams to be brought online. The UV reactors warmed up, their inlet and outlet valves opened and the pumps started.

The work on the manifold was almost complete. All the welding work had been finished and the blanking plate on one of the dead legs had already been bolted to the new flange. The second blanking plate was about to be bolted to the flange when water flooded out of the open pipe. The basement was flooded. Much of the flood of the UV plant was covered in water. No one was injured, no assets were damaged and customer's supplies were unaffected.

Some of the key findings:

1. The Contractor's risk assessment should have been specific to the work activity but was generic and was created in November 2016.
2. There is no documented shut down procedure. Whilst the operatives have done this many time before, it is done using their experience and competence, not using an approved documented procedure.
3. There is a perceived "grey area" around the responsibility for undertaking the shut. And whilst the PRA stipulated that the shutdown should be done by Supply, the reality is less well defined. Under most circumstances plant isolation is undertaken by supply staff but panel isolation have been often undertaken.
4. There seems to be no definition for what constitutes plant isolation. At present most of the shuts have been undertaken using a telemetry/ SCADA based shut down with limited assets being isolated and locked off physically. This applies to pumps, valves, UV reactors etc.
5. No Plant Isolation certificate was issued by Supply. Investments did not request one from Supply. Trant did not request one from Investments. They started work without a permit.
6. Neither Investments nor Trant questioned the robustness of the shut. Apparently they had questioned this on previous shuts.
7. There is something wrong with the control philosophy if assets taken out of service can be brought into service without human intervention. During this time SCADA continued to show them being out of service. In addition a one second reset pulse enabled the RGF outlet valves to open.

Safety Committee and Safety Awareness Group

The Safety Committee plays an important part in both ensuring H&S remains high on the agenda and that the Company has an effective relationship with the trade unions in promoting H&S. The Safety Committee meet three times a year. The committee is made up of Management and Safety Representatives. Neville Smith is the Chair of the Safety Committee.

The main objective of the Safety Awareness Group, independent of the Safety Committee, is to help raise awareness of health and safety issues among the staff by supporting any Company Health and Safety initiatives by providing a 'ground floor' approach.

It is pleasing that Tamara Breach (Secretary) has agreed to take on the role of H&S Awareness Chair for 2017. Tamara was proposed for the role by her manager, Chris Hardyman, who thought she would make an ideal Chair for the group both in terms of making a positive contribution but also for her own personal development and a logical follow on from her recent Level 5 Management Diploma

The main objective of the Safety Awareness Group, independent of the Safety Committee, is to help raise awareness of health and safety issues among the staff by supporting any Company Health and Safety initiatives by providing a 'ground floor' approach.



POINTS TO CONSIDER

Always be aware of potential risks within your working environment.




Poster Campaigns

A number of poster campaigns have appeared throughout the Company often supporting a tool box initiative.



USING A MOBILE PHONE WHILST DRIVING



£200 fine and 6 penalty points on your licence.

STILL WORTH THE RISK?

You could lose your job.
If you drive as part of your job we may consider it as gross misconduct.

STILL WORTH THE RISK?

You could go to prison.

STILL WORTH THE RISK?

You could be responsible for someones death.

STILL WORTH THE RISK?

If you can't be bothered to think of yourself, think of your family and other people!

health + safety
IT'S YOUR RESPONSIBILITY TO STAY SAFE

Portsmouth Water
water • water • water

Driver Safety in 2017

2017 saw vehicle accidents increase from last year to 26 with the “at fault” accidents falling slightly to 17.

We continued to ensure all new employees, that driving forms part of their employment, receive a driver assessment prior to starting employment. Also arising from these assessments we have delivered a number of follow up ‘lessons’ to ensure those that drive our vehicles are assessed as ‘competent’. It is worth noting that no new employee has been involved in a vehicle accident since we introduced the driver assessments.

We use the Blue Lamp Trust (see below) to help deliver this training.

We also delivered a driver awareness classroom based training session for all staff that were involved in a vehicle accident over the past 12 months. The feedback from this session was very positive.

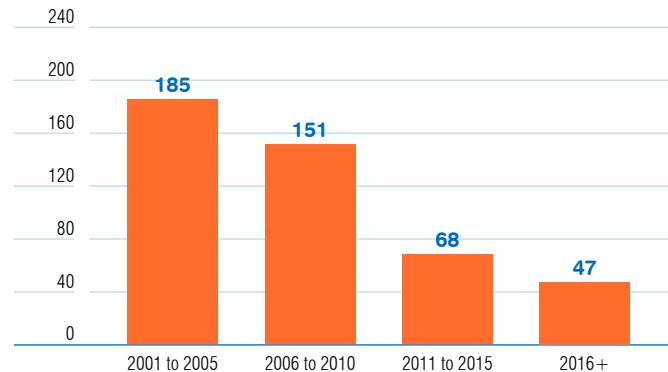


POINTS TO CONSIDER

Never put yourself at risk however well-meaning it may appear at the time.



Total Vehicle Accidents - Last 17 Years



Who are the Blue Lamp Trust?

The Blue Lamp Trust was established to promote and enhance community safety in Hampshire. The Trust has three principal functions:

- To operate the Bobby Scheme which provides tangible support to vulnerable people in the County, particularly victims of domestic burglary and of domestic violence
- To bid for community funding from central and local government and to make grants to local schemes working towards reducing crime, the fear of crime and the risk of fire in the County
- To operate a Driver Education and Training facility to reduce death and injuries on our roads

ROSPA Award 2017 – Presidents Award

During February the Company submitted its application for the 2017 RoSPA awards. The submission is based on the Company answering and providing supporting evidence on the following 10 questions:

- 1 How do your Directors and Senior Managers demonstrate their commitment to leading occupational H&S management through your organisation?
- 2 How does your organisation ensure it has access to competent advice and services, including in relation to occupational health?
- 3 How does your organisation involve the workforce and their representatives in the management of occupational H&S?
- 4 How does your organisation ensure all its employees and contractors are competent to fulfil their roles in the management of occupational H&S?
- 5 How does your organisation ensure that planning for occupational H&S information is integrated effectively into business planning process, using risk assessments to identify appropriate control measures for principal risks, set key performance indicators and targets?
- 6 How does your organisation ensure that occupational H&S information is communicated effectively within and beyond the organisation?
- 7 What are your organisations arrangements for active monitoring of occupational H&S performance?
- 8 How does it ensure that it investigates occupational H&S problems and implements lessons learned? How is sickness absence managed?
- 9 How does your organisation review its occupational H&S performance periodically to assess progress against targets, set new priorities and report to internal and external stakeholders?
- 10 Which features of your organisation's approach to H&S are your particularly proud of and why?

It was really good to be able to announce to the workforce that we retained of the RoSPA President's Award for Health and Safety for the second consecutive year. The President's Award, is part of the RoSPA prestigious awards scheme and is given to organisations that have demonstrated excellence in the area of Health and Safety consistently for over 10 years.

The President's Award takes into account both the efforts and results in relation to Health and Safety in 2017 and acknowledges the achievements of years. This is a tremendous achievement and a true testimony of the efforts that everyone in the Company has put in to make this a safer place to work.



POINTS TO CONSIDER

Your safety (and that of your colleagues) **MUST** always be your number 1 concern.





health+ safety

MY NUMBER 1 PRIORITY
BECAUSE I WANT IT TO BE