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November 2020 - STOP Think!



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Hello and welcome to our November STOP Think! Cascade Briefing. This week I have been heavily involved with the Rail Wellbeing Live programme, both in terms of presenting in a couple of sessions and engaging as a member of the audience.

I was blown away by the quality of the virtual presentations, with the Wellbeing agenda given the highest level of spotlight that I have ever seen in our industry. Given the challenges we have all experienced over the past seven months, there has never been a more important time to focus on our wellbeing. For me there were two important aspects that resonated;

## Leadership and Management

As leaders and line managers, we have a huge responsibility to look after our people and to create the environment where they can thrive and be at their best.

I particularly enjoyed the opening panel session where leading figures in the industry were very open about the challenges of wellbeing, both from a personal and team perspective. It is important to see leaders such as Andrew Haines, the CEO of Network Rail emphasise that we must talk about such challenges and show personal vulnerability. This really empowers others to feel comfortable to talk more openly about a variety of wellbeing issues.

I passionately believe that this role modelling is important in setting the climate within organisations, providing it is followed up with genuine care for the welfare of the people in the team. Whilst the creation of such a culture might start at the top of an organisation, it must cascade through all levels. Hence the role of the line managers is critical. We must ensure that our line managers understand the culture of our organisation, share the same passion for their people and have the tools to be able to reinforce this within their teams.

Taking the time to really understand each member of your team, check in on a regular basis, ask the right questions and listen effectively is so important.

Hence to support this for our Osborne people, you will hopefully have seen the new 1:1 check in template that is available in Your Learning. Please do use this to check in more regularly with your people and ensure that you focus on wellbeing as much as any discussions around performance.

## Personal investment in wellbeing

This role modelling is not limited to creating the right environment to help others, we also need to invest in our own wellbeing. From the sessions that I attended, I was reminded how bad I am at investing in this myself! Being pretty much glued to my desk at home for the last seven months, it takes real effort to stop, even if only to walk for 20 minutes a day. When I do, I feel so much better in the afternoon and I am far more productive!

The sessions also made me realise how easy it would be for me to introduce other positive habits with only a small investment of time. I did the Pilates exercises and once I had come to terms with the awful clunking noises that were coming from my body, I noticed how relaxed and free my back, neck and shoulders felt afterwards! I meditated with Ruby Wax and really felt more peaceful! And I thoroughly enjoyed Dr Briffa energetically describing the importance of diet, exercise and sleep, providing simple tips that can make a real difference without making major changes to your lifestyle.

## So why do we nearly always put our own wellbeing last in our priorities, rather than first?

Many of these things are simple and straightforward, although I do appreciate that this is more difficult for people working long hours on sites or travelling long distances. We need to work together to think differently and overcome these challenges.

How often do we convince ourselves that there simply is not time for such "luxuries" in our busy lives? Realistically a really effective routine that focusses on looking after ourselves can only take a few minutes each day, but can really have a huge impact. I am certainly committing to build on my daily walk and invest further in my own wellbeing.

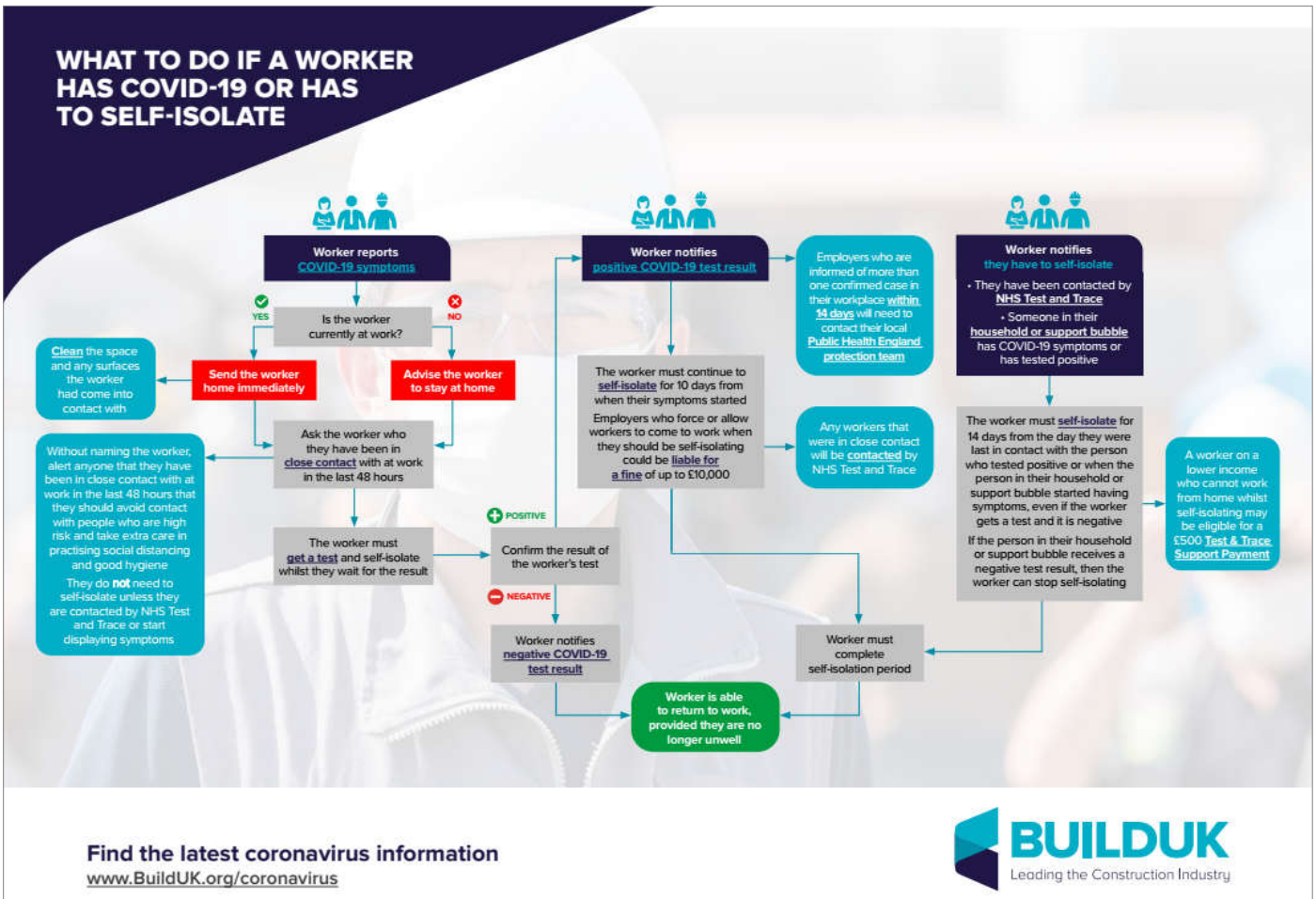
Stay safe and well over the coming month.

John Dowsett  
Managing Director Infrastructure



## Reporting Covid-19 Flow Chart

Build UK have issued an informative **flowchart** that clearly shows the process, should an Osborne employee, or member of the supply chain report having Covid 19 or has to self-isolate.



Please can we emphasise the importance of having a robust Covid Secure Plan and check sheet in place that is being followed and continually reviewed. Recent ORR HSE inspectors have been complimentary about our Covid Secure arrangements, so we do remain confident that our processes and procedures are keeping people safe.

But it remains vitally important to take personal responsibility for yourself. Should you feel unwell with possible symptoms of Covid, **please call the SHE Hotline.**

**DO NOT continue to come to work** if you are waiting for a coronavirus test result. Contact the SHE Hotline and ensure that you fully comply with their instructions. The Build UK Flowchart linked above also provides vital guidance.





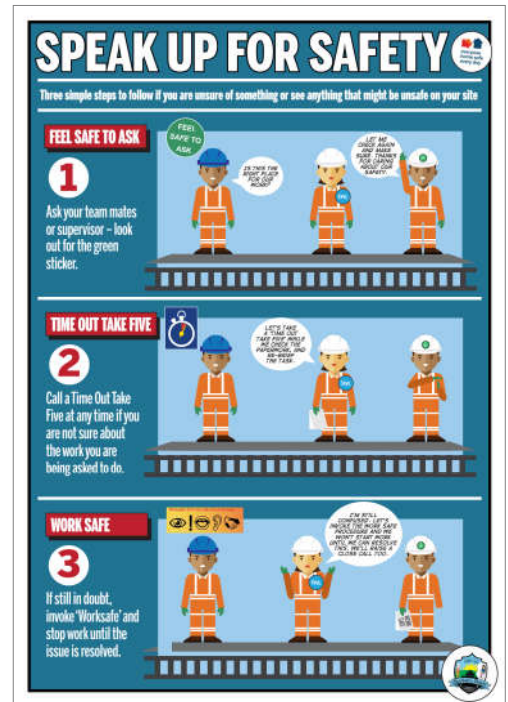
## Speak Up for Safety

A new poster is available from the Southern Shield website showing what to do whenever you feel that a situation is unsafe or if you are unsure about the safety of you and your team.

Please ALWAYS feel safe to ask a colleague, call a Time Out Take Five or invoke the Worksafe Procedure to stop work. You could stop yourself or a workmate from getting injured or worse.

Please download the poster and display in your workplace as a reminder that if something does not look right it probably isn't!

Speak up for Safety Poster



**OSBORNE** Quality Stand Down World Quality Day 2020

WORLD QUALITY DAY 2020 proud supporter

Project/Team: \_\_\_\_\_  
Project No.: \_\_\_\_\_  
Initiated By: \_\_\_\_\_  
Date: 12 November 2020

Our commitment to quality is...  
Enter text here...

What's your project/team commitment for the coming year to make the shift in culture happen and get our quality core value live in our business?

Make it a SMART commitment (Specific, Measurable, Achievable, Realistic, Time-bound)

Stand Down Attendees

Enter Names Here	

Send a copy of this completed sheet to Sharon.Jovell@osborne.co.uk

## World Quality Day 2020 Stand Down Briefing

On Thursday 12th November we will be holding a quality stand down brief on every project and within each team across the Infrastructure Business.

World Quality Day (WQD) is designed to promote quality all over the world and this year, the WQD theme is "Creating Customer Value".

Our Infrastructure Quality Stand Down will be launched with opening videos from Andy Steele and John Dowsett reinforcing the importance of quality in everything that we do and the vital role of quality in achieving our business plan objective to make us all successful. Look out for more information coming shortly!

These sessions will lead to the generation of a personal commitment to quality – so please do attend.





## Sprint and Lean

Our Performance Team recently ran their first "Sprint" with the goal of improving our Site Management Processes across Infrastructure. Sprint is a 5 day method of quickly understanding a problem, coming up with some rapid solutions, prototyping one of them and testing it - all within a week.

Following on from our Lean Training Sessions we are now able to provide you with Lean Toolbox Talks as linked below;

**Timwoods**

**Collaborative Planning**

**Lean 5S**

**Revolutionise Your To-Do List - The 4D Method**

Ben Wilcox has now created a one-page summary to share the outputs. Please do take a look on page 7 and let Ben know what you think. The Performance Team will be working to move this idea forward and improve the way our site management processes are accessed and used.

These are great for getting Lean conversations flowing, supporting you in identifying improvement opportunities and eliminating waste.

**TIMWOODS**  
TBT Ref: Last Updated: 20/10/2020

**Introduction**  
TIMWOODS is an acronym to help people identify the 8 wastes. TIMWOOD: Transportation, Inventory, Movement, Waiting, Overproduction, Over-Processing, Defects and Skills

<b>T</b> <b>Transportation</b> Moving items or information	Are you access routes in to site the most efficient? Where are your facilities located? Are they in close proximity to where the work faces?	<b>O</b> <b>Over production</b> Doing work before it is needed	Producing too much or too soon, more copies produced than needed, more data than needed on reports, extra "Just in case" steps
<b>I</b> <b>Inventory</b> Items or information a customer has not received	Are all units of the materials stock going to be used or will some be thrown away? Are your storage areas suitable? They may become damaged	<b>O</b> <b>Over processing</b> Doing more work than necessary	Occurs when we do something unnecessary. Redundant processes. Manual processes were still retained after automation.
<b>M</b> <b>Motion</b> Excessive movement within a workspace	Walking to deliver paperwork, non-ergonomic office layout (excess motion/ non-value-added activities) are your site layouts the most convenient?	<b>D</b> <b>Defects</b> Mistakes or errors that need rework	We can reduce the amount of rework which in turn reduces costs and turnaround time. How can you ensure you get it right first time?
<b>W</b> <b>Waiting</b> Waiting for information or items to arrive	Waiting for information from another person, waiting for approval, system downtime, waiting for shared equipment. Are you often waiting for a tool?	<b>S</b> <b>Skills</b> Not using workers to their fullest abilities or require training	Are you using all the skills you have? Are you short of some skills and need further training?

**Why Bother?**  
Not identifying or ignoring waste leads to continuously getting things wrong and recycling them which leads to even more waste. As a result, productivity and efficiency decrease which increases production costs. This cycle of events would have adverse effects on our business. Lean is proven to cut cost, increase production and give you a nicer working environment.

**Who to Contact for Further Information?**  
Kimberley Wild - Performance Manager - [Kimberley.Wild@osborne.co.uk](mailto:Kimberley.Wild@osborne.co.uk)

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**Collaborative Planning and Production Control**  
TBT Ref: Last Updated: 01/10/2020

Only 66% of construction projects are completed on time, mostly because of underestimating the time needed for daily tasks. Collaborative planning and production control are two key elements from the lean methodology that remove knowledge gaps between all holder and ensure milestones commitments are met as promised.

**Points to consider**  
Start by bringing together the Key Stakeholders to map out the High Level Programme, usually your Cloude 31/32 programme and being to break that down in to 12 week blocks.

Production control monitors compliance and commitments to the collaborative plan, this is called Planned Percentage Complete (PPC). This is completed weekly and daily.

Reviewing the previous week's tasks - Planned vs Actual  
Improve on the plan for the coming week based on the review for previous week  
Team debates commitments to ensure tasks are integrated and achievable  
A 5-6 week lookhead is discussed

**Lean 5S**  
TBT Ref: Last Updated: 19/10/2020

What results in a workplace that is clean, uncluttered, safe, and well lit waste and optimise productivity. It is designed to help build a culture, both physically and mentally. The 5S philosophy applies in any area of control and lean production

Sort - Remove any unnecessary items from a workspace  
Set in order - Arrange essential items efficiently  
Shine - A standard procedure that implements the first three steps  
Standardise - The standard procedure is implemented and consistently improved

**Revolutionise Your To-Do List: The 4D Method**  
TBT Ref: Last Updated: 19/10/2020

Use the 4D Method to re-visit your workload and easily organise it to get more done ( whilst doing less ) and focus on the things that are the most important to you. It's the ultimate way to work smarter - not harder!

**Do it**  
Tasks that fall into the Do it category are ones that you have identified as a priority, are quick to achieve and are on upcoming deadline. What means something that is a priority is that it is a piece of work that is business essential. Whilst you need to do to get you one step closer to your business goals - that you can do.

**Delegate it**  
It's unlikely you will have the skills and knowledge to comfortably tackle an aspect of our business. In all cases where you struggle with a lack of knowledge or time, there is no shame in getting in some support. Someone else who has experience that will be going to a huge weight off your mind as you move onto something else. Delegate it to a colleague, a family member or a friend. You and your colleagues - it's not just a management technique for helping up your back time. Learning delegation techniques are useful for bosses and anyone seeking new responsibilities.

**Deconstruct it**  
Deconstructing a task means to simply something that is bear on your to-do list to the smaller things so vague, generic, or broad that you never seem to get around to. The things that are on the page, weeks often look nagging at you because you need to do them but you haven't had the energy. If you can't delegate it (and you can't delete it), then it's time to deconstruct.

**Delete it**  
Breaks that require task down into the small steps you need to take until it's done. The reason you're often left to sit down a variety of things, but breaking it down means you can start to work through it in one-sized chunks. Take a minute that huge weight of a task that's been hanging over your shoulder will remain just that, hanging.





## Site Management Sprint Summary Findings



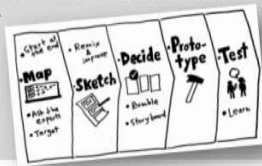
The SPRINT was created to solve problems by iterating and testing new ideas within a compressed time frame of 5 days.

The process uses a mixture of techniques to rapidly get from defining the problem, setting the goal, generating rapid options and creating a prototype you can test and gain feedback on all within the week.

### The Team



**Sponsor:** Gavin Tidey  
**Sprint Lead:** Ben Wilcox  
**Sprint Team:** Kim Wild, Nada Soltan-Ibrahim  
**Experts:** Matt Whale, Antony Cooper, Chris Bates, Dudley Khouri, Matt Wright (SHE)



### Day 1 Defining the Challenge

The outcome of day 1 was to define the problem, understand any blockers to success and set the Long Term Goal of the Sprint

#### Outcome



### Long Term Goal

"Infrastructure produce a lean automatic site management process that enables the site manager to deliver profitable projects safely and efficiently with a healthy work life balance"

The main challenges defined by the team that could derail the success of the Sprint were the;

- Finding the time and creating the training to role this out
- Implementing half a solution that causes confusion
- Aligning to other processes at different phases of development

### Day 2 Finding a Solution

Day 2 drew upon the teams knowledge and experience of how to go about best delivering a project. This meant harnessing ideas from both inside and outside of Osborne, common pitfalls and improvements the team wanted.



The best parts of all 6 solutions were taken forward to develop the storyboard & prototype

Must Haves in the solution:

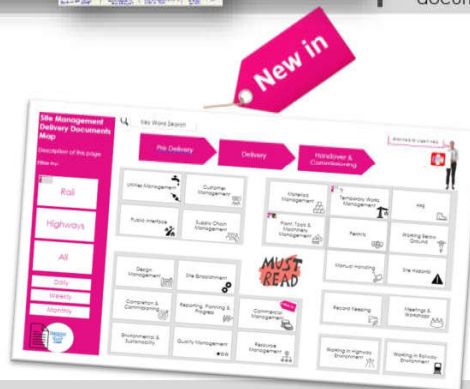
- Clarify which documents are mandated
- Clarify Accountability
- Simple way of providing feedback & improvements on documents

### Day 3 Option Selection & Storyboarding



### Day 4 Prototyping

The solution was developed in a day which turned the current site management process map into a landing page that looks a lot more like the SHE/Quality processes



### Main Benefits

- 💡 All site management documents in one quickly accessible location
- 💡 Branding & style that matches other areas of iGO
- 💡 Broad headings that can be used as document filters including time bound ones
- 💡 Within control of Infrastructure to push out new documents, key news and safety shares

### Day 5 - Testing & Feedback

Interviews of site managers throughout the business were carried out to gain feedback on the prototype.



“ Much better, more modern and looks easy to navigate. Looks like the right amount of boxes on the screen.

“ Can see this being really useful for new starters

“ Better more visual, looks easier to navigate. Improvement getting rid of the 9 bars on the LI map

### Next Steps

1. The prototype to be agreed with the process owners
2. Categorise the SHE documents to allow them to be integrated
3. Draw and make all of the pages of the new maps
4. Pilot & Launch
5. Integrate the new site management maps with the digital strategy implementation

For more information about this Sprint, or running any future Sprints please contact Ben Wilcox



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www.osborne.co.uk

## Are you prepared for Winter?

Driving and working in the winter are very different to other times of the year.

### Driving



Adverse weather and longer periods of darkness make driving more hazardous. Always adapt your driving to suit the conditions and stick to the basics to help you drive safely;

- Allow time to demist your windscreen and clear all vehicle windows to ensure you have full visibility before setting off.
- Drive and brake to suit the weather conditions.
- Allow enough distance between you and other road users.

The Royal Society for the Prevention of Accidents (RoSPA) has produced a "Driving in Winter" Factsheet which covers information on how to prepare your vehicle, emergency kits, driving in snow or ice. Well worth a read! Please visit;

[RoSPA - Winter Driving Tips](#)

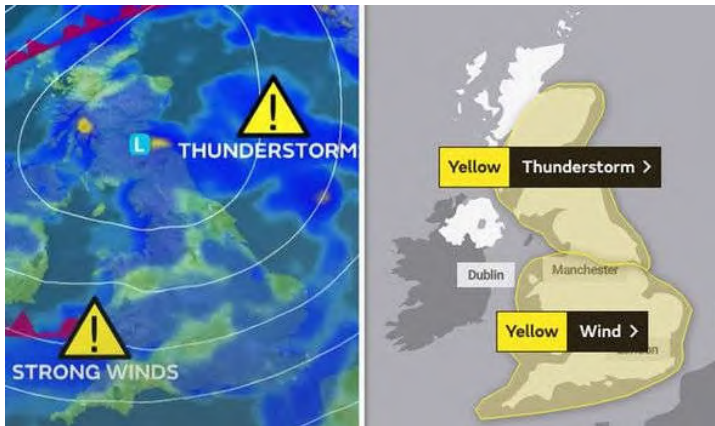
### Safe Sites

Please take extra measures to ensure the safety, health and wellbeing of those working on your sites in wet and cold conditions with reduced lighting levels.

- **Clear leaves** from pathways and work areas – wet, slippery leaves are a common cause of slips and falls.
- **Order sufficient rock salt** to keep walkways clear and slip free during snow and frost.
- **Provide additional lighting** for walkways, scaffolding and work areas.
- Reinforce the need to maintain and **use authorised walking routes**. Short cuts can result in slips, trips or falls, and mud becomes a hazard on otherwise safe walking surfaces.
- Keep **absorbent mats** around doorways to prevent internal floors from getting wet and muddy and regularly change them to maintain the control.
- **Check fire extinguishers** to make sure they have an appropriate anti-freeze additive or are protected from frost.
- **Undertake scaffolding inspections** and daily visual monitoring. Consider any additional loadings caused by snow or wind.







Please check the weather forecast regularly so that any extra precautions can be implemented in a timely manner!

## Preventing Slips, Trips and Falls

Slips, trips and falls are some of the most common causes of injuries on construction sites. Always be aware of your surroundings. For a great reminder poster visit the Southern Shield Library here;

[Southern Shield Library](#)

# DON'T SLIP UP

*Slips, trips and falls are some of the biggest dangers on any site. Here's how to minimise risk:*

<p><b>PPE</b></p> <p>Are you wearing the right PPE?</p> <ol style="list-style-type: none"> <li>1 Carry out a risk assessment to determine what PPE is needed for every task</li> <li>2 Always wear the required PPE for the task at hand</li> <li>3 Check that your PPE is in good condition before beginning work</li> </ol>  	<p><b>LIGHTING</b></p> <p>Can you see what you're doing and where you're walking?</p> <ol style="list-style-type: none"> <li>1 Always make sure areas walked through or worked in are properly lit</li> <li>2 Check that any lighting used doesn't create shadows or dark spots</li> <li>3 When working on scaffolding, always use additional lighting</li> </ol>  	<p><b>ACCESS ROUTES</b></p> <p>Do you always use designated access routes and make sure they are kept clear?</p> <ol style="list-style-type: none"> <li>1 Always use designated walking routes where possible</li> <li>2 Be aware of your surroundings when entering or exiting site</li> <li>3 Telephone calls should only be taken in a designated mobile phone area</li> </ol> 	<p><b>WORKING AT HEIGHT</b></p> <p>Do you follow the Southern Shield Working at Height Hierarchy and Lifesaving Rule?</p> <ol style="list-style-type: none"> <li>1 Risk assess the task to ensure you have the correct protection</li> <li>2 Ensure you have the required competencies for the task</li> <li>3 A safety harness should always be used unless other protection is in place</li> </ol>  
<p><b>TIDY SITES</b></p> <p>Is your site tidy before you start work, during work and after completion?</p> <ol style="list-style-type: none"> <li>1 Survey your site before starting work to identify any slip or trip issues</li> <li>2 Keep working areas tidy throughout your shift</li> <li>3 Regularly dispose of site waste and keep designated walkways clear</li> </ol> 	<p><b>UNDERFOOT CONDITIONS</b></p> <p>Do you take extra care when underfoot conditions are poor and avoid these areas if possible?</p> <ol style="list-style-type: none"> <li>1 Take care when walking on stairs and uneven or sloped surfaces</li> <li>2 Be aware of your surroundings and any changes to underfoot conditions</li> <li>3 When working on tracks, always walk on ballast and never on sleepers</li> </ol>  	<p><b>MANUAL HANDLING</b></p> <p>Do you eliminate manual handling where possible?</p> <ol style="list-style-type: none"> <li>1 Eliminate or minimise manual handling hazards through risk assessment</li> <li>2 Consider whether manual handling is necessary to the task</li> <li>3 Use the correct technique and minimise twisting, stooping and reaching</li> </ol>  	<p><b>STAIRS</b></p> <p>Are stairs well maintained and free from hazards?</p> <ol style="list-style-type: none"> <li>1 Areas with stairs must always be well lit</li> <li>2 Always use handrails when using stairs or steps</li> <li>3 Stairs must always be completely free of tripping hazards and obstacles</li> </ol>  



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## Climate Change and Carbon Workshop

With expert support from the Supply Chain Sustainability School we recently brought together key suppliers from across our Infrastructure and Built Environment Businesses to take part in an important workshop on climate change and carbon.

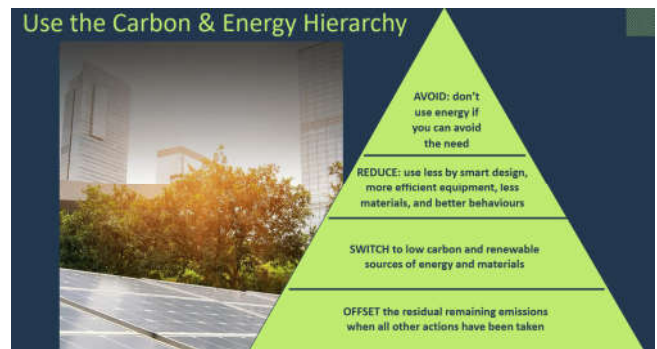
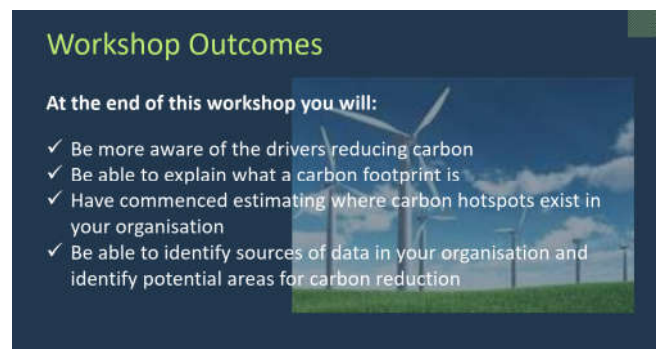
Using an interactive quiz and break out rooms, the workshop aimed to increase awareness of the drivers for reducing carbon, explain what a carbon footprint is and commence estimating where carbon hotspots exist with each of the attending organisations. Carbon foot printing exercises were carried out, identifying sources of data and potential areas for carbon reduction.

To meet our statutory reporting requirements, we need to report on carbon and this includes on the works that our supply chain deliver on our behalf. Hence the workshop also discussed the government strategy and how it is translated into specific targets, along with the KPI's that are in place within our own framework contracts, with key customers and within our strategy to reduce our carbon emissions.

Emphasis was placed on measures to support each other on this journey through active engagement with the Supply Chain Sustainability School and the increasing adoption of our Improvement Opportunity App to capture ideas and learning.

A big thank you to the Supply Chain Sustainability School for delivering this thought-provoking workshop. Good carbon reduction also reduces cost! More information and learning content can be found at the Supply Chain School's website here;

<https://www.supplychainschool.co.uk/learn/>





## M25 One Community

## GOLD Rated Sites Period 6



We are pleased to share the third edition of the M25 One Community Newsletter. This contains news from across the M25 and this month includes articles on our Area 4 works and our partnership with Speedy to develop more sustainable working practices. Do take a look;

[M25 One Community - September Newsletter](#)

As headlined, the "Stamp it Out" Campaign aims to change the law and ensure highways workers are afforded the same level of protection against abuse as emergency workers. If you have not done so already, please sign the petition here;

[End Road Worker Abuse Petition](#)

Congratulations to team working at Wanborough Embankment for receiving the Period 6 "GOLD" rating from Network Rail. These awards are only given to the best sites across Network Rail - not just our Framework, but across the whole country. Congratulations also to our Havant Feeder Renewals Team who were the Period 6 top scoring Route to Gold scheme in the Wessex Route.

Route to Gold is a performance measurement that aims to promote collaborative working behaviours and embed a culture of continuous improvement.

**A massive well done to all involved!**

## Modular Car Park – Snag Free Handover

Our modular car park team are progressing their current scheme with their usual attention to detail and quality delivery. They have completed their first snag free completion of the ground floor on one of the plots. To see how this car parking solution is constructed please do watch the videos on our website;

[Modular Car Parks - See how they are constructed](#)

**Well done to all!**

For your exceptional team work to safely and efficiently deliver a quality product.





## Small Lea Bridge Refurbishment



Our team at Small Lea Bridge have safely and successfully completed the refurbishment of this road over river bridge to keep traffic flowing freely for many more years. The project included works to protect the services in the footways, re-waterproof and resurface the carriageway, repair and repaint the steelwork and install new tie bars.

The footways contain many services which had led to the failure of existing waterproofing and consequent deterioration of the deck below. Vacuum excavation techniques were used to carefully expose the services and Caltite waterproof concrete was used to protect the service ducts before installation of the new waterproofing system. Access to the soffit was gained from a pontoon working platform to allow blasting and painting of the longitudinal girders. Exposure of the existing steelwork revealed an area of corrosion beneath the north footway where a new system of support bars had to be fabricated and installed.

**Congratulations to the Whole Team!**

## Bespoke Solutions at Guildford Sands

Our team at Guildford Sands continue to excel at is this truly bespoke project. From the safety controls on track being managed by our safety critical staff and possession team and the installation of the dowels by BAMS and NWR machine drivers, the collaboration and team effort is one to be proud of.

The project commenced in response to a large fall of sand which closed the line. The team worked with BAM and the RAM to initially clear and retain the fall, then subsequently to design and construct a permanent solution. To stabilise the cutting a soil nail and geotextile solution has been installed along with works to the tunnel wing walls. The cutting is extremely steep, access is difficult and the work has been extremely challenging, requiring management of the falling sand and rocks on a daily basis with great mitigation and risk management that allowed the works to continue.



**Enormous Congratulations to all of you!**




## Double “Beacon Status” Awards For Debden and Ickenham Station Step Free Access Projects

Congratulations to our teams working at Debden Station and Ickenham Station, for BOTH receiving the Transport for London “Beacon” status in the same week – acknowledging our commitment to improving and maintaining high standards of health and safety.


The aim of the Beacon Awards is to help project managers and their teams develop and spread best practice in site compliance and safety. The fully audited and appraised recognition involves a number of unannounced HSQE inspections and assessments that cover the six areas of:

- **Consideration** – Site set up and minimising the impact of the work on others
- **Environment** – E.g. site waste management, noise and vibrations
- **Cleanliness** – E.g. site tidiness, welfare facilities
- **Safety & Health** – E.g. site inductions, fire points
- **Management & Values** – Visible leadership and positive H&S culture and behaviours
- **Site Specific Issues** – Items not applicable to all sites, e.g. Scaffolding, cranes, lifting plans

**Both sites also passed each stage of the Beacon flowchart process at the first attempt.  
An amazing achievement!**

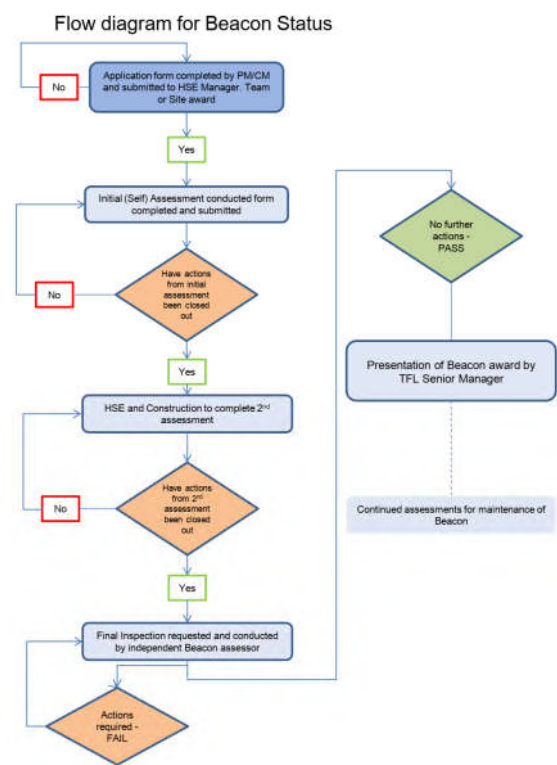


Debden Station



Ickenham Station

Flow diagram for Beacon Status



**Congratulations! These Awards are thanks to the enormous efforts of both teams.** Particular thanks to; James Devoir and Valentin Popa at Debden Station and Justin Thorpe, Victoria de Castro and Mike Raggio at Ickenham Station – and our suppliers LB Fosters, Galldris, Oliver Connell & Sons, Van Elle, All-Task, McNealy Brown and Meti Building Services

We look forward to seeing the pictures of the Award Presentations!



## Temporary Speed Restriction Lifted for Rail Customers Wallers Ash Cutting Emergency Stabilisation Works

Congratulations to our team at Wallers Ash for completing emergency works to allow the temporary speed restriction to be lifted from the main rail line into Waterloo, much to the benefit of rail passengers and delight of our customer who commented;

*"A big thank you and well done to you all. The approach to the drainage design has been spot on, and the quality of works delivered on site looks excellent... The two Temporary Speed Restrictions at Wallers Ash are the 3rd and 4th top performance impacting speeds in Wessex and impact the main line into Waterloo. Removing these is going to make a real difference."*



At the end of August, following a period of intense rainfall, a landslide occurred over the southern portal of Wallers Ash Tunnel impacting the railway lines in both directions and causing significant damage to a train that collided with the debris.

After clearing the track and removing a damaged ballast wall, temporary measures were put in place to provide stability at the toe of the slope, including imposing speed restrictions to both the up and down lines.



A lack of effective drainage was attributed to the slip and in order for the speed restriction to be lifted, the risk of further slips impacting track needed to be significantly reduced. Key to implementing a solution was to understand and manage the flow of water at the cutting crest, and further scale the rock slope to ensure loose material is safely removed.

During a weekend possession, surveys and de-vegetation works were carried out, along with the installation of a man-safe rope access system around the tunnel portal and the removal of loose material. A new drainage system is now well under way and includes crest ditch works. In mid-November a further possession will enable the installation of a catch fence around the portal to safe guard against any further surface slipping and to catch any falling flints.

**Congratulations to Paul Wheeler and the Whole Team,  
including suppliers Keoghs and our designer Motts.**

Removal of the line speed restrictions on this main line into London will make a real difference to the travelling public.



## Community Investment and Customer Delight New River Bridge Considerate Progress

Our team at New River Bridge are now in their tenth month of this 16 month project to build a new and improved gateway to the vitally important Hoddesdon Trading Estate. Woollens Brook has been successfully diverted through a bespoke culvert, the bridge deck has now been waterproofed ready for surfacing and construction of the approach walls is well underway.



The RECo walls that will retain the sides of the new elevated road have been specially designed to complement the adjacent Victorian Pumping Station. The precast concrete panels were constructed using a mould that was created from bricks and mortar that were carefully selected to match the Pumping Station, hence giving the perfect finish! The team also recently welcomed a work experience student from Broxbourne School much to the delight of both the student and the Director of Sixth Form who commented;

*"...this was an incredible opportunity, and I am very grateful that Jon and his team were able to support Will and his future ambitions."*

Senior customer representatives from Hertfordshire County Council recently visited site, passing on praise directly to Andrew Osborne;

*"The scheme has progressed exceptionally well despite immense challenge that Covid19 has put in our way. This progress is all down to the grit and determination of the project team and your collaboration to get the job done. I was really pleased to see how exceptionally tidy the site was and the real care and attention to detail that is being put into blending the project into the pumping station building."*

*"I just wanted to say how impressed I was with both the management and appearance of what is quite a challenging site in terms of size and physical constraints... it's great that Osborne have engaged so positively with the local community and supported the apprentice and educational actives."*

**Congratulations to Jon Millar and the Whole Team!**

For your considerate construction and for investing in our future talent.



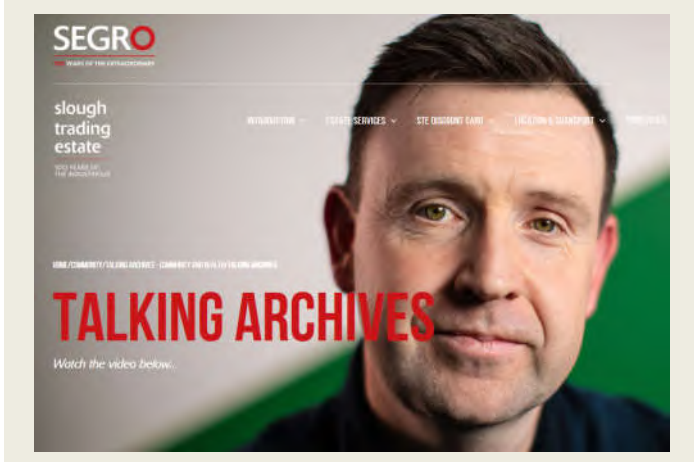


## Quick Reaction Saves a Life - Thank You Team Clapham Junction

Congratulations to our team at Clapham Junction who's actions almost certainly saved a life. When they noticed that a member of the public was acting suspiciously they acted quickly to arrange for the third rail power to be turned off and for all trains to be stopped. They then managed to persuade the person to return to a place of safety. **Thank you for your truly admirable behaviours.**



## Talking Community Health with Segro – Jon Millar



Our very own Jon Millar recently took part in an interview as part of the "Taking Archives" series which was compiled to mark the centenary of Slough Trading Estate and its owner, SEGRO. Jon is a great ambassador for Osborne and talks about how he involved the local community whilst undertaking the Leigh Road Bridge project, holding a bridge building event at a local school and inviting them to the bridge launch over the railway. Congratulations Jon! Please do take a look here;

[Segro - Talking Archives Community Health](#)

## Conquering Adversity - Nuclear Races Congratulations

Congratulations to the brave One Team Wessex Team who recently took on the Nuclear Races challenge. And these are not your normal races! The challenge is a cross country run through every conceivable type of terrain with dozens of obstacles to tackle – including the signature "Death Slide". With the heavens opening most of the day, the weather just summed up the year... but it also summed up what 2020 has been about, facing difficult times and conquering adversity! Well done to all!







## Tiredness and Fatigue

November's Health and Wellbeing topic is about tackling stress, tiredness and fatigue.




Did you know that on average, a person living in the UK spends **7.5 years** of their lifetime feeling tired?

Fatigue is the condition of being physically or mentally tired or exhausted.

When you are fatigued you will make errors in judgement.

Your mind or eyes can be off the task and you can make a critical error or have a near-miss incident.

Fatigue has been identified as a contributory factor in many industry accidents. If you recognise the effects of fatigue in yourself, or others, **STOP** what you are doing and raise your concerns with your immediate supervisor.



### Negative Effects of Sleep Deprivation

- ⌚ Decrease in productivity and decision making
- ⌚ Impaired memory and cognitive brain functions
- ⌚ Reduction in reaction times and motor skills
- ⌚ Impaired vision
- ⌚ Exaggerated emotions or mood
- ⌚ Greater risk of injury or automobile accidents



The shorter days of winter disrupt your sleep / waking cycle, leading to fatigue. Less sunlight in winter also means your brain produces more of a hormone called melatonin, which makes you sleepy.

## Top Tips to Beat Fatigue

We sleep to restore energy and enable our bodies and brains to recover. For tips and advice on recognising and dealing with tiredness and fatigue visit the Toolbox Talk on Page 22 and the NHS website;

[NHS Live Well - Sleep and Tiredness](#)

## Address your Stress



Stress is the body's response when it senses danger. We all experience stress and need it to function. But when stress interferes with our lives, it becomes a problem. Too much stress, for too long, can make us ill. If unaddressed, stress can cause mental health issues like depression or anxiety and harm our physical health.



## The Facts

- **12.8 million** working days are lost due to work-related stress, depression or anxiety each year.
- **46% of people** reported that they ate too much or ate unhealthily due to stress.
- **29% of people** reported that they started drinking or increased their drinking.
- **16% of people** reported that they started smoking or increased their smoking.

You can find out more on how to recognise stress by visiting;

[NHS Understanding Stress](#)

Visit our Health and Wellbeing Calendar for supporting Toolbox Talks, videos and posters;

[Health and Wellbeing Calendar 2020](#)



**07971 125 180** 24 hour Infrastructure Advice & Reporting

Feedback to: [julie.king@osborne.co.uk](mailto:julie.king@osborne.co.uk)

[www.osborne.co.uk](http://www.osborne.co.uk)



## #ADDRESS YOUR STRESS

We all use unhelpful coping strategies sometimes, but as with any skill we can learn new, helpful coping strategies.

Here's some **self-care tips** to help **protect against stress**:

### Try

**Get moving!** Physical and mental health are connected – so eat well and exercise to release endorphins. Find a fun activity that suits you and your schedule.



**Setting aside time** to have fun or indulge yourself – positive emotions can help build a buffer against stress.

**Learning a new skill** – whether painting, playing guitar or a new language.



**Sharing how you're feeling** – it's OK to ask for help and support.

**Switching off from distractions** – make time for yourself as a regular part of your routine. Schedule a reminder if you need to.



### Avoid

**Overdoing it** on sugar, caffeine or alcohol – they're a quick fix which can increase stress in the long term.



**Overworking** and checking your emails out of hours – we all need time to unwind.



Spending **too much of your free time** in front of a screen – phone included. Don't feel pressured to always be 'doing' something.



**Chasing perfection** – it can create unrealistic expectations. Accept that mistakes will happen.



**Bottling up your feelings** and assuming they will go away – this can make things worse in the long run.

There are simple steps you can take to **#AddressYourStress**. Check out our resources at [mhfaengland.org](http://mhfaengland.org)





## “Movember” Moments

The “Movember Foundation” is a global charity committed to men living happier, healthier, longer lives.



Year round they address some of the biggest health issues faced by men by raising awareness and investing strategically in the key focus areas of Prostate Cancer, Testicular Cancer, Mental Health and Suicide Prevention.

Across the world, men die an average of six years younger than women, and for reasons that are largely preventable. By 2030 the Movember Foundation aims to reduce the number of men dying prematurely by 25%.

So this Movember more than ever before, please team up with your mates to raise much-needed funds for men's health. Arrange a group shave-off of facial hair to get the month started!

**Host a Virtual Mo-ment!**  
to stop men dying too young.

To find out more on visit;

**Movember - It'll be the most important Mo you'll ever Grow!**

**HAVE A CONVO, SAVE A BRO**

HELPING A FRIEND IS EASY WHEN YOU KNOW HOW. FOLLOW THESE FOUR STEPS TO LET THE CONVERSATION FLOW.

**MOVEMBER.COM**

**1. ASK**

Start by mentioning anything different you've noticed. Maybe he's spending more time at the bar, coming into work late, or missing social events.

“You've not quite seemed yourself recently. Are you okay?”

Trust your instinct. Remember, we often say “I'm fine” when we're not. Don't be afraid to ask twice.

**2. LISTEN**

Try to give him your full attention, without interruptions. Don't feel you have to diagnose problems, offer solutions or give advice. Just let him know you're all ears, judgement-free.

Follow-up questions are good, too. They'll help let him know you're listening:

“That can't be easy. How long have you felt that way?”

**3. ENCOURAGE ACTION**

Help him to focus on simple things that might improve his wellbeing. Is he getting enough sleep, exercising regularly, and eating properly? Maybe there's something that's helped before?

Suggest he tells other people he trusts how he's feeling. This will make things easier – for both of you. And if he's felt low for more than two weeks, suggest he sees his doctor.

**4. CHECK IN**

Suggest you catch up soon – in person if you can. If you can't manage a meet-up, make time for a call, or drop him a message. This will show you care. Plus, you'll get a feel for whether he's feeling any better.

If you're worried somebody's life is in immediate danger, go directly to emergency services.



## Toolbox Talk - Deer on the Road

More than 150 people are killed or injured every year on British roads in accidents involving deer, causing over £11 million of damage to vehicles.

The area that we work and live in has some of the highest fatalities involving deer and vehicles. Over 75000 deer are killed on British roads each year, highlighting the real risk we face on the roads.

### What you need to know

- May, October and November are main months of activity.
- Deer are more active at dawn and dusk.
- Expect a mate. Deer's often travel around in herds so if you see one, expect more.
- DO NOT touch a deer. Some can weigh up to 100kg and if not dead can be very aggressive.



From 34 Local Authorities Hampshire topped the league for accidents.

The M27 between Southampton and Portsmouth is 5th in The Top 5 Accident Country Wide Hotspots.

Up to 75000 deer are killed per year on British roads (2003).

### Things to remember

- Break instead of swerving - most injuries and fatalities are caused by swerving into oncoming traffic or hitting objects on side of the road such as trees, lamp posts.
- Use your horn. If you see a deer in the road slow down and honk your horn.
- If you hit a deer, pull over safely and report the accident.
- Contact the Local Police and your car insurers
- If you see a dead deer in the road, report it to the Local Police - we do not want another car to hit it.



Hitting a deer or an animal is hard but not as hard as another car or tree.  
**Be Aware, Be Alert.**





## Toolbox Talk - Fatigue



### Infrastructure Projects Southern Toolbox Talk

## Fatigue Awareness

16 August 2018

### What is fatigue?



Fatigue can be described as “a state of extreme tiredness resulting from physical or mental exhaustion that can result from prolonged working, heavy workload, insufficient rest and inadequate sleep.”

Fatigue has been identified as a causal factor in incidents and accidents and can lead to reduced alertness, increased errors, impaired decision-making as well as a general deterioration in mood and motivation.

### What causes fatigue?

The main causes of fatigue are:

- A loss of sleep – acute, for example, having four instead of the usual eight hours; or cumulative – having four hours instead of the usual eight over several days.
- Poor quality of sleep with lots of interruptions.
- Long working hours, particularly if these are as long as 14 to 16 hours.
- Poorly designed shift work.
- Inadequate breaks during the working day.



### Recognising the signs

Fatigue can cause a vast number of physical, mental and emotional symptoms including:

- Chronic tiredness or sleepiness
- Headaches
- Dizziness
- Sore or aching muscles
- Slowed reflexes and responses
- Impaired decision-making and judgment
- Hallucination
- Moodiness, such as irritability
- Impaired hand-to-eye coordination
- Appetite loss
- Reduced immune system function
- Blurry vision
- Short term memory problems
- Poor concentration
- Low motivation

### Top tips for fighting fatigue

- Try to get at least seven to eight hours of sleep.
- Avoid drinking caffeinated drinks four to five hours before bed as this can cause sleeplessness.
- Avoid using technology 30 minutes before bed.
- Eat a healthy diet that promotes longer-lasting energy. Avoid fatty foods and junk food and stay hydrated by drinking lots of water.
- Take frequent breaks throughout the day.
- Avoid driving if you feel tired, especially in inclement weather where vision is impaired.

### Reporting fatigue

A Southern Shield survey reported that only 80% of people would feel comfortable reporting fatigue in themselves or others. Fatigue is rarely reported with the main reason being fear of negative consequences. If you are concerned that you or a colleague is suffering with symptoms of fatigue, raise this with your line manager or supervisor. If you are concerned about your colleague, speak to them and offer support.

### If you need support...

The confidential Southern Shield Employee Assistance Programme is available free to everybody working on behalf of Infrastructure Projects Southern. Call the 24-hour freephone number on **0800 358 459** or **+44 141 271 7540** from outside the UK or go online at [www.vclub.com](http://www.vclub.com) to join the vClub using the username: **southernshield** and password: **homesafe**.

Contact us: [shield@networkrail.co.uk](mailto:shield@networkrail.co.uk)



07971 125 180 24 hour Infrastructure Advice & Reporting

Feedback to: [julie.king@osborne.co.uk](mailto:julie.king@osborne.co.uk)

[www.osborne.co.uk](http://www.osborne.co.uk)

## Toolbox Talk – Silica Dust

**Silica is in many materials common on construction sites, such as sand, concrete, rock, mortar, and brick. During tasks that disturb these materials (cutting, grinding, blasting, and jackhammering, for example), dust containing crystalline silica can be released into the air.**

**Workers who inhale this dust are at risk of developing serious, sometimes fatal illnesses such as a lung disease called silicosis, lung cancer, and chronic obstructive pulmonary disease (COPD). It has also been linked to illnesses such as kidney disease.**

### Frank's Story

Frank has been a laborer for 22 years. His work frequently involved cutting, jackhammering, and drilling concrete. Water or vacuums were not used to control the dust, and he rarely was given a respirator. He began to have shortness of breath, wheezing, and tiredness after even short periods of work. Frank went to the doctor and told him about his work history. The doctor had Frank's x-ray read by an expert because of the possible silica exposure. The results helped in diagnosing Frank's silicosis.

- **Have you ever been exposed to silica dust from the work you were doing or from work going on nearby?**
- **How could this illness have been prevented?**

### Remember This

- Use vacuums and/or water to reduce dust at the source, before it becomes airborne. When these controls are not enough, use respiratory protection.
- Keep dust control systems in good working order and check vacuum filters and hoses regularly to make sure they are not clogged.
- Do not use sand (or other substances containing more than 1% crystalline silica) for abrasive blasting. Substitute less hazardous materials.
- If a less hazardous material is not available, use the appropriate respiratory protection.
- Avoid eating, drinking, and smoking in areas where there is silica dust. Good practice is to first leave the dusty area and wash your hands and face.
- Avoid bringing dust home. Vacuum the dust from your clothes or change into clean clothing before leaving the work site. Do not brush or blow dust off.
- To learn more, visit [www.silica-safe.org](http://www.silica-safe.org).

- ✘ Use vacuums and/or water to reduce the dust at the source, before it becomes airborne.
- ✘ Vacuum the dust from your clothes and change into clean clothing before leaving the work site.
- ✘ Do not brush or blow the dust off! Avoid bringing dust home!





## SHE Performance Summary – October 2020

<b>Improvement Opportunities Frequency Rate (IOFR)</b> the Current Rolling IOFR is: <b>3.31</b> (Target of 2.5 per 1000 hours worked)			
<b>Accident Frequency Rate (AFR)</b> Days since the Last RIDDOR Accident: <b>222</b> The Current Rolling AFR Is: <b>0.05</b> against a threshold of 0.01			
<b>Service Strike (SSFR)</b> Days since the last Service Strike: <b>3</b> The Current Rolling SSFR is: <b>0.36</b>			
<b>October Total Number IOs</b> <b>710</b>		<b>October No. Safety, Health &amp; Environmental IOs</b> <b>648</b>	
<b>October No. Business IOs</b> <b>62</b>			
Reference	Incident Date	Project	Description of Incident
<b>Injury</b>			
I/178005/003	12 Oct 20	Clapham MDU	Supplier got swarf in his eye whilst fixing splashback. Swarf fell between safety glasses and bump cap.
I/178007/005	14 Oct 20	London Bridge	A piece of timber fell from a screen that was being worked on, resulting in a NWR controller's arm being cut. First aid given.
<b>Service Strike</b>			
I/025463/001	20 Oct 20	M20 East Street	Damage to fibre link cable whilst hand digging in the area.
I/025449/006	30 Oct 20	Swindon	Medium pressure gas main damaged by excavator whilst excavating. Gas provider attended to carry out repair.
<b>Environment</b>			
I/174010/004	16 Oct 20	St Denys	Noise complaint from scaffolders' voices at night. Section 61 is in place. Site Manager following up with sound consultant SRL.
<b>Near Miss / Close Call</b>			
I/178001/002	03 Oct 20	Kent Planned & Reactive	During repairs to a station footbridge a timber section fell on to the third rail starting a small fire started.
I/025415/009	05 Oct 20	A417 Missing Link	Excavator tracked beneath BT cable without GS6 controls being in place.
I/177004/001	15 Oct 20	Brixton	Altercation between two members of public. Bottle thrown and hit TM operative's car.
I/173011/001	21 Oct 20	Clapham	Distressed MOP walking around the rail infrastructure. Site team persuaded MOP back onto the platform and handed over to police.
I/178001/003	22 Oct 20	Kent Planned & Reactive	Whilst replacing glazing in a sub-station roof using man-safe and debris nets a small amount of dust fell onto the transformers below.
I/070380/0004 /002	31 Oct 20	Ickenham	Safe system of works not observed whilst using cherry picker. No exclusion zone beneath basket and equipment not tethered.
<b>Property Damage</b>			
I/025449/005	27 Oct 20	Swindon	HGV entering site off the main road didn't give enough clearance to the barrier rest bar and drove straight over it.
I/174021/001	28 Oct 20	Liphook	Delivery truck made contact with a sign opposite the site whilst delivering a cabin. The sign was scratched. No injuries
<b>TM Incursions</b>			
I/172020/002	13 Oct 20	A46	Five vehicles entered Traffic Management thinking it was their works.
I/172024/001	29 Oct 20	Morants Court	MOP travelled against flow of traffic and had to pull into TM to allow traffic to pass.
I/172002/004	30 Oct 20	M1	MOP hit cones at the end of the push.







## Improvement Opportunities

### October IO Statistics

During the month of October it was pleasing to see an increase in the number of IOs. However, there has been an increase in the number of generic IOs. Please can we emphasise that good quality IOs are critical to ensuring that everyone returns home safely every day. Please do continue to submit your IOs on doing things differently and innovations; helping us to embed our learning culture and to continuously improve.

Thank you to our suppliers who submitted 49 IOs which is over 7% of all IOs submitted. Thank you for helping us to share important learning across the wider industry.

#### Top Projects in October

- LUL SfA Lot 1 68
- Feltham Combined Stage 2 65
- Gade Valley Viaduct 42
- OTW Millbrook Footbridge 38
- OTW Millway Road 36

#### Top IO Originators in October

- Lizzie Barber 59
- Chris Warner 43
- Henry Barkas 41
- Mark Hooley 31
- Steven Dolan 27

#### Top Suppliers in October

- Civil Rail Solutions 17
- Deploy 7
- NW Rail 4
- LEI 3
- Arcadis 2

#### Top SHE Categories in October

- Access / Egress / Site Security 106
- Site Housekeeping 79
- Site Welfare 50
- Personal Health 50
- PPE 35

### Infrastructure Improvement Opportunities

Month	Total No. IOs	Total No. People Raising IOs
August	488	95
September	531	95
October	710	132
How many did your site submit last month?	?	?



## Utility Avoidance – Key Reminders

(Page 1 of 2: STOP Think! Moment No. 124 – 14<sup>th</sup> October 2020)

### Key Reminders for working safely around and avoiding Buried Services



#### Utility Plans

**Utility Plans must be available at site and present with those doing the work.**

- Utility plans must be obtained before digging begins, except in an emergency where the risks of the ongoing emergency outweigh the risks of digging without plans.
- Utility information should be provided by the client as part of the pre-construction information.
- Where this information is not available, ask the client how it can be provided.
- Make sure that all people using utility plans know how to interpret them correctly.
- A desk top study of the site of work using the plans should be completed.



#### Site Survey

**Survey Reports meeting the requirements of PAS128 should be obtained and used to prepare risk assessments and method statements.**

- A survey of the must be carried out using the utility plans using locating equipment such as GPR, CAT/Genny with recognised accessories such as cable clamps and sondes.
- Lift duct covers and check for other clues such as meters that suggest the presence of utilities.
- Surveys must be completed by competent people as detailed within Osborne Guidance SGN/BSV/001.



#### Safe Digging Practice

**Prior to breaking ground, those doing the work must have a Permit to Excavate.**

- Where required, dig trial holes to help with identification, depth and direction of utilities.
- Use a CAT/Genny to make an independent check for underground pipes and cables before digging and use regularly as work continues.
- Mark location of signals clearly on the ground and avoid digging directly above these.
- Consider alternatives to mechanical digging such as air picks and vacuum removal.
- Only use mechanical excavators/power tools where surveys have proven that there are no services, or services are deep enough not to be damaged.





## Utility Avoidance – Key Reminders

(Page 2 of 2: STOP Think! Moment No. 124 – 14<sup>th</sup> October 2020)



**Do not use mechanical equipment within 0.5 metre of a known service. Consider increasing to 1.0 metre in areas of congestion.**

- Dig down along the side of utilities and use horizontal hand digging to expose pipes and cables.
- Where services encased in concrete are encountered, particularly electricity cables, stop work and contact the owner to agree how to proceed.



**On rail contracts where H.V. cables are present, ensure that an HV Assessor has made an assessment. If digging/working within 1m of a H.V. cable an H.V. Competent Person must oversee the work.**

- Hand tools should be insulated and be in good condition.
- Arc resistant and flame retardant PPE should be worn as identified in the risk assessment.
- Workers should not wear synthetic clothing or under garments.



### Backfilling

- Always put warning tiles and tapes above services.
- Do not use backfill material containing large pieces of rock.
- Backfill around gas pipes using a fine material or sand.
- Backfill should be suitably compacted.
- Backfill to gas pipes should be compacted to give protection, support and to prevent settlement.
- Do not use power compaction until 200 mm cover of fine fill has been suitably compacted by hand.
- Do not use concrete backfill within 300 mm of a gas pipe.
- Do not encase a utility in concrete.



### Finally.....

- Plans are indicative and often inaccurate.
- Utilities can be found at any depth and they are often buried without sand, marker tapes or tiles.
- Services are often buried close to each other.

### And Remember...

- A signal from a CAT/Genny from one service could mask the presence of others.
- Exposure of one service during digging does not mean that others could not be present nearby.
- Many utilities do not give detectable signals and are not likely to be located with a CAT/Genny.

**In cases of doubt, STOP work and seek advice.**

Have a conversation!  
Make the right choice, the SAFE choice.





## Near Miss – GS6 Controls not Used

(STOP Think! Moment No. 122 – 14<sup>th</sup> October 2020)

### What happened?

At the A417 Intrusive Surveys archaeological works, a team from our supplier consisting of a banksman and an excavator operator were tracking a 13 ton excavator across rural land. As they made their way through an adjoining field to the work area an overhead BT cable became dislodged from the pole and fell to the ground. The damage to the cable caused a loss of service to a nearby property.

BT engineers attended to the damaged cable and stated that it is likely the cable fell as a result of a combination of the age of the cable and the recent inclement weather. It was not struck/pulled by the excavator boom which was initially believed to have caused the damage.

**Despite this, the investigation established that the usual [GS6 overhead service protection measures](#) had not been implemented and so it was investigated as a near miss.**

### Impacts

- The absence of the GS6 controls could have led to the excavator arm damaging the service, which in other circumstances could have had a more serious outcome.
- There was a loss of service to BT customers for a short period whilst repairs to the cable were completed.

### Please consider the following points when undertaking similar operations...

- ✓ Ensure that all personnel are fully briefed on the safety controls (GS6) associated with overhead cables.
- ✓ Ensure that adequate surveys are completed for new areas of work to identify existing hazards.
- ✓ Ensure that GS6 controls are used for **all** overhead cables.
- ✓ Check all service drawings are in date and contact service providers for guidance if unsure of how to proceed in regard to identifying and protecting their assets.
- ✓ Be vigilant when working in rural areas. Cables and poles may be partially hidden in hedgerows.
- ✓ If unsure of how to proceed, stop, think and consult your supervisor or SHE Advisor for guidance.



**STOP Think!**  
Have a conversation!  
Make the right choice the SAFE choice.



## NON-INFRASTRUCTURE – Broken Foot

(STOP Think! Moment No. 123 – 13<sup>th</sup> October 2020)

Picture 1 – Concrete Slab that fell onto the slingers foot



Picture 2 – Bruising to Slingers foot immediately after the incident



**This STOP Think! Moment is to share learning following an injury when a concrete column fell over on to the slingers foot**

### What happened?

A slinger/signaler was unloading pre-cast concrete slabs from a lorry and had completed 3 loads without injury.

When lifting the next load, it was landed on 4"x2" timber, laid flat which gave a 2" clearance from the concrete slab. Once landed the slinger instructed the tower crane operator to hoist down and the slings were removed from the hooks. 1 of the slings was removed from beneath the load, and as he attempted to remove the other sling it had become trapped under the column. The slinger brought the chains down and attached it to the hook on the end of the sling and instructed the crane operator to hoist up with the intention of pulling it out from under the load.

As the sling was pulled it got caught up and lifted a column up approximately 100mm at this point the slinger instructed the crane operator to stop and he released the sling, the column dropped, rolled and landed on his foot.

### Impacts

- ✓ Slinger broke his foot in 3 places
- ✓ All lifting operations stopped

### Immediate actions

- ✓ Area excluded off whilst an investigation is carried out
- ✓ All lifting operations stopped whilst a full review of methodology, lift plans takes place
- ✓ This incident is under investigation



## Safety Alert

**AECOM** Imagine it.  
Delivered.

### Reportable Injury – Lower Thames Crossing Ground Investigation Drilling Operations



#### Incident Overview

On the 21st Sept a drilling crew were drawing casing on Borehole location BH 15303 Package C Lower Thames Crossing. A drilling supervisor had visited the drill site in the afternoon and the extraction had been proceeding as planned.

Around 16:30 hrs the drilling crew were finding it difficult to break the last casing from the rotary head with the twin clamps slipping on the casing resulting in polishing. The Lead Driller (fully qualified but newly appointed to the role) suggested that a chain wrench be used to give extra mechanical purchase to the casing, the unplanned / unapproved method being to wrap the chain around the casing, lock the chain off to the wrench handle and wedge the handle against the rig mast above the safety cage in order to provide maximum torque and free up the casings.

Within this sequence of works the Support Operative raised concerns regarding the methodology being undertaken, identifying it as outside the safe system of works / operational process, asking if it were safe. The Lead Driller, acting as the senior member of staff, assured him that the process was safe and that he had undertaken it on numerous previous occasions.

Still unsure the Support Operative removed himself from the perceived hazardous area and stood 4.4m away from the front of the rotary rig.

As the rig engaged rotation, the torque of the rotation broke the chain away from the wrench handle almost immediately, whipping it around the casing and ejecting it towards the Support Operative striking him on the safety glasses. The impact of the 1kg 650mm long chain caused the Support Operative to stumble backwards and resulted in a facial fracture, whiplash and superficial cuts and grazes.

Following the incident, a post incident drug and alcohol test was performed on the drilling crew and the Lead Driller returned a non-negative test for cocaine.

#### Safe Behaviour = Safe Performance

Contact your SHE Manager with questions or comments on this Safety Alert / Bulletin

EC-SHE-FO-119 Safety Bulletin / Alert/ 10th January 2020

Revision 2020.01

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## Safety Alert

**AECOM** Imagine it.  
Delivered.

### Reportable Injury – Lower Thames Crossing Ground Investigation Drilling Operations

#### Accident Causes

##### Mechanical Causes

- Installation of casing using full torque first gear (instead of second gear) resulting in tighter locking together of casings.
- Failure to maintain clamps with wire brush to remove swarf resulting in slippage
- Applying an unapproved / unsafe practise.

##### Procedure Causes

- Failure to stop works when a challenge was made to an unsafe working method.
- Failure to escalate challenge to supervisor when challenge was disregarded, and concern remained.
- Failure to follow change management process, obtaining approval and updating RAMS prior to implementing alternative working method.
- Failure to contact fitters to service clamps - clamps should always be able to break casing and where they can't it is a clamp malfunction.

##### Behavioural Safety Causes

- Self-imposed pressure to impress employer as Lead Driller having recently been promoted into the position.
- Actions implemented to cover up previous installation (time lost) errors.
- Lack of knowledge in clamp maintenance.
- Potential impacted judgment associated with drug use.

#### Preventative Actions

Several immediate, underlying and root causes associated with this accident have been identified through the accident investigation process. Where identified, corrective action has been targeted at these causes to prevent a reoccurrence of the same type of accident.

##### Preventative Actions

- A Safety Stand Down of the Lower Thames Crossing project was enacted, briefing all staff on the details of the accident and a refresher briefing on the project challenge culture, accident reporting and change management processes.
- All Contractors on the Lower Thames Crossing relaunched their Behavioural Safety campaigns.
- All Risk Assessment Method Statements and the Standard Operating Procedures were rebriefed to all drilling crews including supervisors.
- Just cause drug and alcohol testing was completed.
- A reporting system for rig repairs was introduced, ensuring that any fitter who attends the project completes a repair log detailing the repair and the likely cause. This is issued to the drilling manager before they leave site to allow identification of poor practise.
- Speak Up Listen Up challenge and behaviour safety training, promoting how to challenge and how to receive a challenge has been delivered across the Lower Thames Crossing project to all personnel.
- Accident and Incident Reporting Training is being delivered across Lower Thames Crossing focusing on the quality and timely reporting of all incident and accidents.
- AECOM are working within the AECOM Drilling Operating Standards Industry Working Group to develop industry training standards for the drilling industry, in addition to operating standards for drilling activities which will be adopted by the industry. This work is aimed at providing a formal standard of training and practice within drilling, which reduces the reliance on hand me down drilling knowledge, reducing poor practises.

### Safe Behaviour = Safe Performance

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Reference: SB- 0122

**Carnell**

## Safety Bulletin

### HPNM

## Bridge Deck Damage

On the 15<sup>th</sup> August, whilst undertaking the removal of the existing footpath on Trench Lane overbridge, the chisel point of an 8-tonne excavator mounted breaker struck the bridge deck. This contact dislodged a section of concrete around the bridge joint which fell onto the live M4 carriageway below. A member of the public drove over the concrete resulting in damage to the underside of their vehicle.

Fortunately, nobody was injured however this could have resulted in life changing injuries or even a fatality!



The investigation has identified that:

- The concrete was dislodged as Carnell operatives were removing an asphalt plug above the bridge joint. A task that was not covered in the RAMS and which had been programmed to be removed by another contractor.
- The operatives had previously been asked to remove the asphalt plug by the designated contractor on the opposite side of the bridge. The method of removal using the excavator mounted breaker was not within the contractors RAMS.
- The Carnell Supervisor entered the live carriageway to retrieve the concrete following the incident.
- The Construction Phase Plan detailed the use of a 3-tonne excavator. The change to an 8-tonne excavator was made on site and not included within the RAMS.

Danny Pitcher (SHEQ Manager) – September 2020

**Follow safety procedures at all times**



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Reference: SB- 0122



## Safety Bulletin

This incident was a direct result of change on site:

- The scope of works was changed – no works should have taken place on the asphalt plug
- The method of work was changed – an excavator should not have been used to remove the plug
- The work equipment was changed – The excavator was swapped from a 3-tonne to an 8-tonne



### REMEMBER

1. Ensure you have been briefed on the RAMS for any work you are undertaking
2. If you do not understand this briefing or have further questions, ask your supervisor for additional information.
3. Only undertake work which you have been instructed to complete
4. Always work to the requirements detailed within the RAMS
5. **Never** enter a live carriageway!

If you cannot work to the RAMS or if the work changes **STOP** work, report this to your Supervisor and wait until the RAMS have been updated.

### Be: **SAFE**

- ✓ Stop work if you feel unsafe
- ✓ Always report unsafe acts, unsafe conditions and near misses
- ✓ Follow safety procedures at all times
- ✓ Ensure you are fit for work

**'Be SAFE' - 'Let's All Go Home Safely'**

Danny Pitcher (SHEQ Manager) – September 2020

**Follow safety procedures at all times**



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**GT HIGHWAYS HEALTH AND SAFETY ALERT NO. 001**  
HS&S-FRM-C03-10 – Incident Date: 28<sup>th</sup> September 2020



## HIGHWAYS – SURVEY EQUIPMENT ROLLING INTO LIVE LANE

During survey works being undertaken in the closed hard shoulder by Galliford Try engineers, a can of spray paint has fallen out of the side door of a site vehicle and rolled under the van and into live lane 1 of the M56 Motorway. The can was immediately driven over by a HGV, puncturing the can resulting in paint debris as shown (Image 1) on the carriageway. Fortunately, the incident did not result in the HGV slowing down, braking or stopping and no injury or subsequent incident occurred as a result. However, due to the high potential nature of this event it is being fully investigated to prevent any possible reoccurrence.



Image 1: remnants of blue paint on carriageway

### Immediate actions taken include:

- All work on the network was postponed and a construction team brief given.
- All site vehicles were unloaded at the site compound and all contents were secured or placed in storage containers
- All persons requiring the use of a van have been briefed to ensure they securely load the van on a daily basis with the equipment required for the given shift and then cleared at the end of the shift.
- Foreman to present a TBT on incident reporting and emergency preparedness as per GT standards.
- Correct loading of site vehicles to be added to all First Ten-minute Briefings.
- Site engineering RAMS have been reviewed to reflect the above

### Further actions:

- Bespoke storage containers for small items such as cans, tools have been ordered for all site vehicles
- Communication of incident to Highways Community for awareness
- Site vehicle specification and inspection procedure is to be reviewed

**Nicola Parsons**  
HSS Advisor  
Highways M56

**Communication Required:** (double click on box to tick action to be taken)

Toolbox Talk  Notice Board  Supply Chain  Review of Site Activities  Information only

**Actions Completed by:** ..... **Date** .....

Send improvement feedback to your Head of HS&S	UNCONTROLLED WHEN PRINTED
Issue 08 Rev No.00	Reviewed July 2018 PAGE 1 OF 1





## SHE Alert 01 in 2020 Nifty Lift MEWP – stop use

Date of issue: 14 October 2020

### Background

Recently, we have seen two incidents involving a mechanical failure of Mobile Elevating Working Platforms (MEWPS) reported within LU Renewals and Enhancements.

The first incident happened on the 5th of October where a self-propelled Nifty Lift MEWP, **HR21 4x4** dropped instantly about a metre while waiting for the work activity to progress. No harm or damage was sustained, the MEWP was replaced.

The second incident happened on the 9th of October where the control unit in a MEWP failed. The platform of the MEWP became stuck at a high level and the controls were unresponsive. No harm or damage was sustained and the equipment was quarantined immediately.

Both incidents happened on the same site involving two different MEWPs of the same self-propelled Nifty Lift **HR21 4x4** model (see picture below for reference). Incident investigation is underway and the issue has been reported to the manufacturer.



### Instruction

While investigations are continuing, and until further notice:

- Stop all use of the Nifty HR21 4x4
- Remove such equipment from site.

For more information contact:	Oksana Jacobs, Senior SHE Business Partner
Approved by:	James Terry, Head of SHE BP, C&P

**MAYOR OF LONDON**




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## Tow bar Failure. *Health & Safety Alert*

29<sup>th</sup> Sept 2020

<b>Alert Reference No:</b>	HASALERT 2020 003	<b>Issued By:</b>	Dylan Thompson, H&S Manager
<b>Alert Level:</b>	<b>RED</b>	Red – To be actively communicated to relevant individuals within 5 working days	
		Amber – To be actively communicated to relevant individuals within 10 working days	
		Green – For information only, to be made available as deemed appropriate	
<b>Business affected:</b>	<ul style="list-style-type: none"> <li>All commercial and private vehicles</li> </ul>		
<b>Who is affected?</b>	<ul style="list-style-type: none"> <li>Operatives</li> <li>Managers</li> <li>Supervisors</li> <li>All Employees</li> </ul>		
<b>Location &amp; Date of incident</b>	<ul style="list-style-type: none"> <li>Leighton road, Ledburn, Buckinghamshire 29/09/2020</li> </ul>		
<b>Details:</b>	<p>Whilst travelling at approximately 15-20mph the driver of our vehicle noticed that the Buggy trailer was towing at an obscure angle. The driver immediately brought the vehicle to a stop and inspected the vehicle, only to discover that the towbar mounting had sheered off adjacent to the towbar.</p> <p>The driver reported this immediately and arrange for recovery of the trailer and transportation of the wagon to Poyle depot for investigation.</p>		
			
<b>Actions Taken / Required</b>	<ul style="list-style-type: none"> <li>Examination of the failed Towbar showed that there was some historic cracking that had not previously been identified.</li> <li>The cause of this cracking is still not known as there were no further signs of damage</li> <li>All vehicles with this towing configuration have been thoroughly inspected with no further cases being discovered</li> </ul> <p>workshop</p> <ul style="list-style-type: none"> <li>Whilst all aspects of the vehicle are thoroughly inspected as part of routine inspections. An individual item regarding towing configurations has been added to the inspection sheet.</li> </ul> <p>All crews</p> <ul style="list-style-type: none"> <li>Please ensure that you thoroughly inspect all aspect of your vehicle when carrying out defect checks with particular attention paid to stress points such as towing configurations.</li> <li>Please pay particular attention to the inside of the towbar when inspecting.</li> </ul>		
<b>Further Information:</b>	If you require additional information, contact your Supervisor/Manager or the H&S Manager.		
<b>Original Source:</b>	Incident notification		
<b>Method for confirmation that actions have been taken</b>	Briefing to relevant operatives, supervisors, and managers. Safety inspections to be undertaken by Supervisors / Managers / H&S Manager.		



## SHE ALERT

Ref: SHE H171 A 2020  
Issued by: Kier Highways SHE Department  
Date: 22/10/2020



### Loss of bolts on towing hitch

#### **What happened**

After returning to the depot on 21st October 2020 it was identified that a series of bolts attaching the towing hitch to the body of a Green Mech woodchipper trailer unit were missing / insecure. Of the bolts that hold the mechanism together, two were missing completely and two had worked loose.

A visual check had been carried out that morning and recorded prior to the trailer leaving the depot. No issues were identified.

At the end of his shift, the driver did another visual inspection. It was at this point that the missing bolts were identified. As a result of the driver's thorough action, all similar plant was quarantined until an engineer could attend site to carry out a thorough inspection on all of the units

When checked, the bolts on the rest of the contracts fleet were intact and tensioned correctly.

During the day, the machine is known to have travelled 28 miles around a busy, urban strategic network and so there was clearly high potential for a serious incident if the trailer unit had become detached whilst moving.

#### **Remedial Action taken**

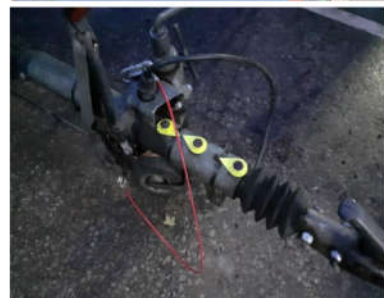
The machine in question remains in quarantine awaiting replacement parts. All other machines have had the bolts re-torqued to ensure they are secure. The bolts involved have now had visual indicators fitted to enable users to easily identify if any bolts have worked loose in future.

#### **Action Required**

- Any contract using trailer units with a similar towing hitch arrangement must arrange for a thorough inspection of the securing bolts by a competent person as soon as possible.

Prior to using any towable equipment, drivers must always:

- Carryout and record an inspection of the trailer
- Immediately report any defects found to your Supervisor/Line Manager/ Transport Manager as appropriate.
- DO NOT USE THE TRAILER IF YOU SUSPECT A DEFECT!



**If any piece equipment is identified as potentially defective, it MUST be taken out of service and quarantined until it has been inspected by a competent person.**





## INFORMATION

# Safety Alert

## Reporting a Utility Strike on Airsweb

15 October 2020

### Background information

Home safe and well, means getting home for the people we love and for the things that we love doing. In Highways England and throughout our supply chain this matters more than anything else.

Previously issued safety alerts ([HEi151 - issued April 2020](#)) show that the care and attention we all expect, is not being afforded when working near utilities.

Incident reporting and data integrity are a key part of becoming the learning organisation we want to become. To ensure our industry continues to learn and become leaders of safety we need to accurately record Incidents in order for us to evolve.

Following a review of our Utility Strike data, Highways England has identified significant discrepancies with how Utility Strikes are recorded on Airsweb. The risks relating to utility strikes, can be severe and we need your commitment to:

- Accurately report all incidents - This will allow us to identify and share lessons learnt. These lessons allow us to put appropriate actions in place, to prevent repeatable incidents occurring.
- Ensure the correct categorisation of utility strikes - This provides us all with the facts, and valuable, honest learning.

- Follow the [Common Intent document](#) published by the Supply Chain Safety Leadership group earlier this year and make certain your teams are following the standard.

The extract below, (from [GG128](#)), is a simple description of what constitutes a Utility Strike.

**Please take the time now to remind yourself of these requirements we have set out.**

Utility Strikes reporting shall include the unintentional or disturbance of a live or redundant cable, pipe or duct above or below ground including those for:

- Electrical supply
  - Gas supply
  - Water supply
  - Surface water sewerage or land drainage
  - Foul sewerage
  - Traffic signalling or enforcement
  - Traffic signing
  - CCTV or traffic data
  - Telephony (mobile and hard-wired)
  - Other data transmission
- This requirement, makes no differentiation, if the utility is grazed, or severed; if it's a duct or a pipe, or if it's redundant or dead; we need you to record these according to our definition, (as detailed above and in GG128) so we can accurately learn from these incidents.

If you have any queries about this safety alert information announcement or any other safety announcement then please contact [NH&ST@highwaysengland.co.uk](mailto:NH&ST@highwaysengland.co.uk)

HEi191

home safe  
and well



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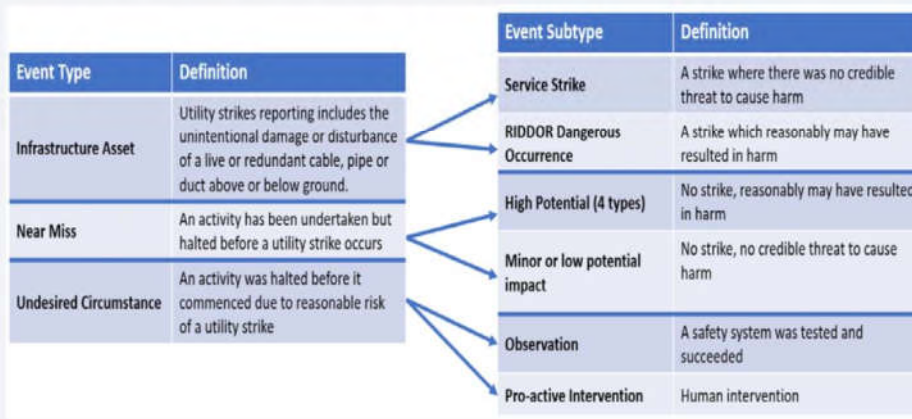
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## INFORMATION

### Reporting a Utility Strike on Airsweb – continued.

- For your clarity, the diagram below details the definitions for each Event Type & Event Subtype, when reporting a Utility Strike, onto Airsweb.



- The most common examples where Utility Strikes are miss-reported onto Airsweb are:
  - The cable was redundant and therefore the incident was recorded as a Near Miss
  - The cable was grazed and not broken, therefore it was recorded as a Near Miss
- A step by step guide on 'how to record a Service/Utility Strike onto Airsweb' guidance document has been added to the existing Airsweb guidance library. This can be found [here](#)
- When recording an incident or completing the 'Investigator sign-off' stage on an Airsweb record, please ensure all Utility Strikes are accurately reported using the most appropriate Event Type/Event Subtype. It is these categories (as detailed above) that allow us to understand the severity of the incident, and to take the appropriate learning action.
- A letter to accompany this Safety Alert is also being sent directly to each Supply Chain Partner, for further sharing.

If you have any queries about this safety alert information announcement or any other safety announcement then please contact [NH&ST@highwaysengland.co.uk](mailto:NH&ST@highwaysengland.co.uk)  
HEi191

home safe and well





“Thinking **differently**...

Making **better** decisions...

Changing **lives**”