

HEALTH AND SAFETY CHALLENGES IN THE CHRISTCHURCH INFRASTRUCTURE REBUILD

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New Zealand Government

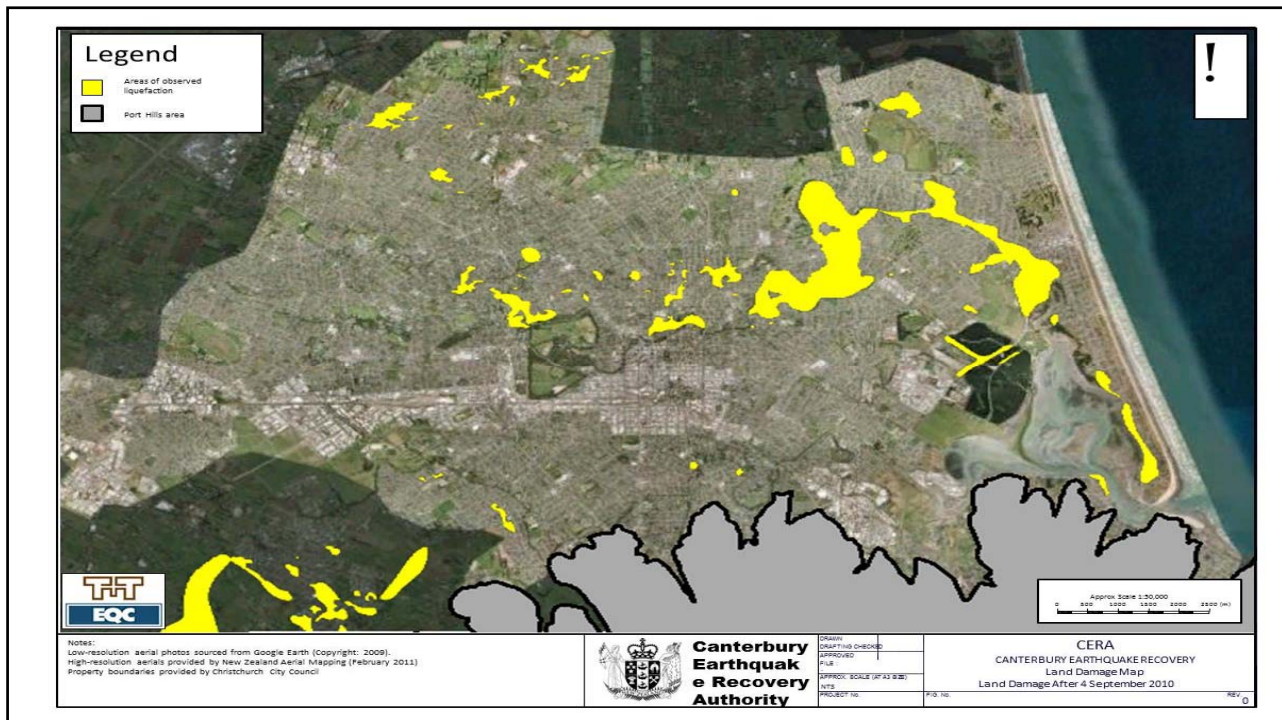


- What is SCIRT?
- Setting the vision
- Setting the environment
- Health and Safety at Work Act
- Some of the challenges



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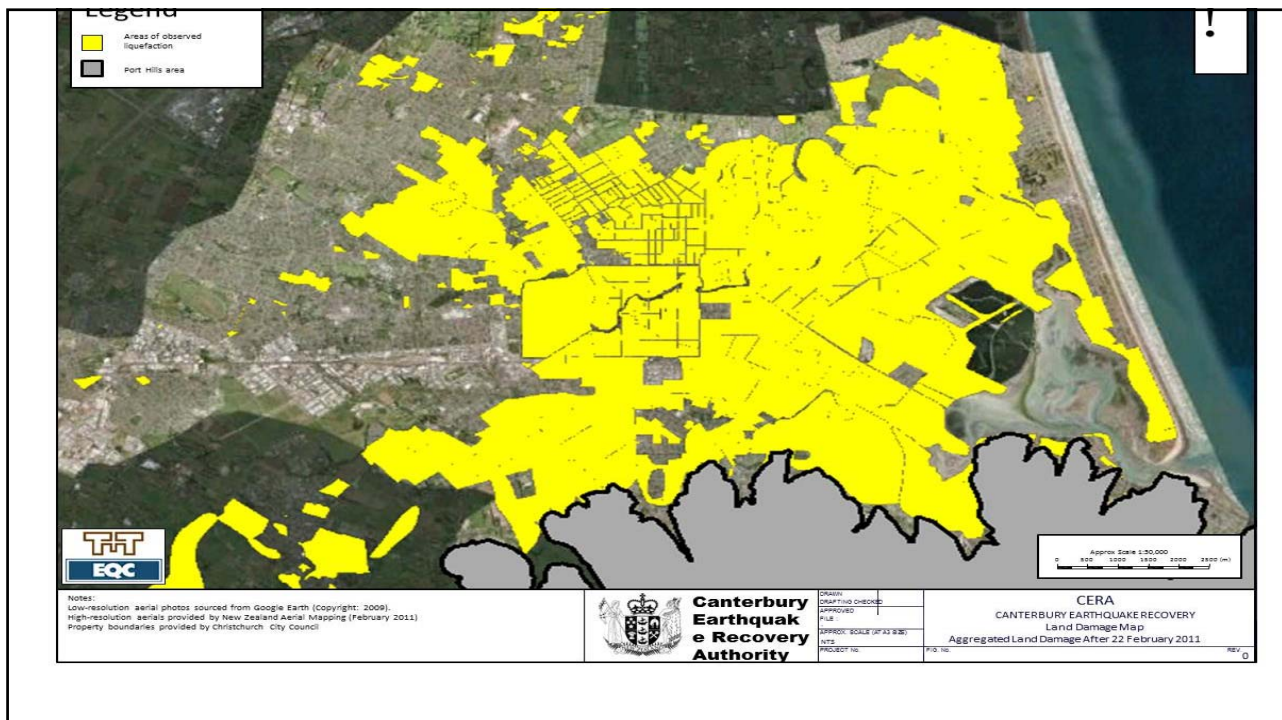
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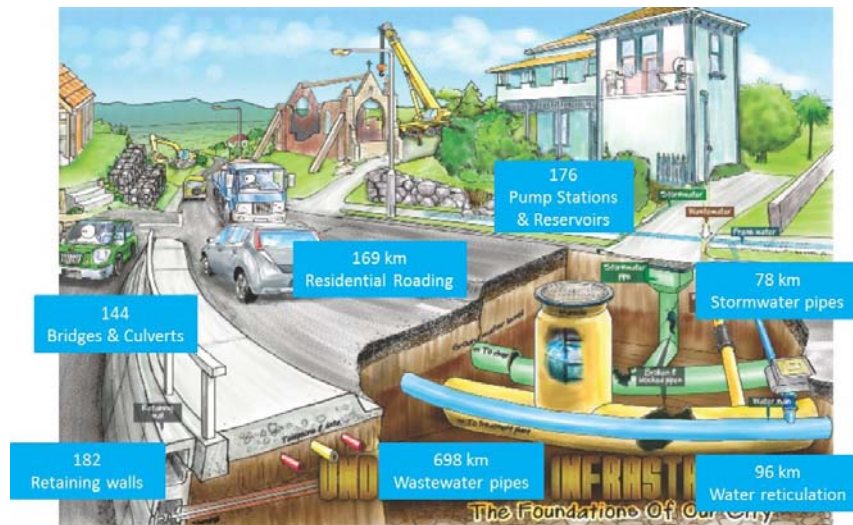
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 Creative Construction

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 Construction



The what

- Rebuilding the city's earthquake damaged roads, retaining walls, bridges, fresh water, wastewater and stormwater networks.
- Return of Whole of Network to pre September 2010 condition in terms of:
 - Level of Service
 - Remaining Asset Life
 - O & M Cost



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Initial challenges

- Scale of rebuild programme - \$2b over 5 years
- High levels of risk and uncertainty
- Urgency
- Resource requirements
- Community needs
- Government / Local Govt / Industry collaboration

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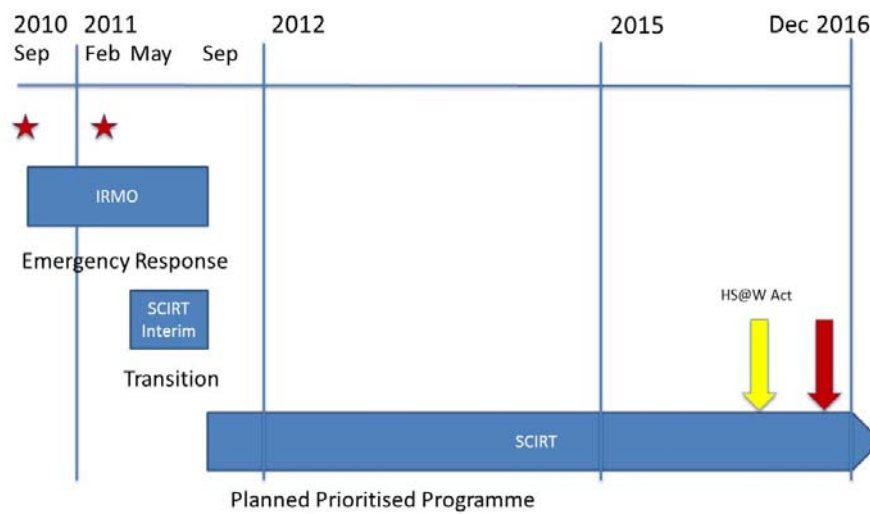
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Brief History of SCIRT



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Setting the vision

- Be intentional
- The delivery model
- Collaboration vs Competition
- Establish roles



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Why SCIRT exists

"Creating resilient infrastructure that gives people security and confidence in the future of Christchurch."



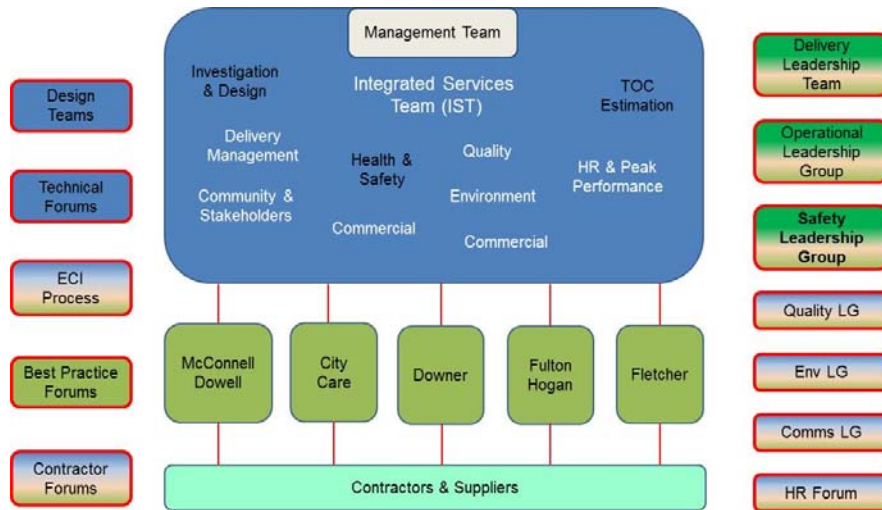
A shared vision

Everyone home without harm every day

Raise the bar for safety best practice in the industry nationally



Collaboration institutionalised



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Safety Leadership Group



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Setting the environment

From the outset...

- Organisational culture
- Set high standards and stick to them
- Develop people - upskill
- Recognise and reward



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Agree the Rules of Engagement

SCIRT Mindsets and Values

Open to new
ways and other
perspectives

Collectively
we are stronger

Development
of our people

Zero harm

Generous
with trust



Best for
communities



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HS Leadership 101

Zero Harm starts at the top.

Leaders must create the environment

- be visibly aligned
- clearly and consistently communicate
- lead by example
- empower and encourage people
- coach and mentor frontline leaders
- facilitate and support safety best practice
- drive continuous improvement
- recognise and reward



Standardise Requirements and Processes

- Health & Safety Policy
- Health and Safety Management Plan
- Risk Analysis ➡ Critical Risks
- Minimum Standards (... PPE, D & A, Services)
- Standard SCIRT and Delivery Team inductions
- Standard Reporting Requirements



Safety Values



1.0 Hold prestart and toolbox meetings Prestart meetings are to be held prior to commencing work daily, and when the job changes. Prestart meetings will review current hazards and record attendance. Toolbox meetings are for sharing lessons learnt from others and are to be held weekly.	SPEAK UP
2.0 Notify all incidents All safety incidents and near misses must be reported immediately and written field reports submitted to the Delivery Team Safety Advisor within 24 hours.	REPORT
3.0 Drug and alcohol free No person may carry out work under the influence of alcohol or drugs. Pre-employment, prestart SCIRT work, random, post incident and just cause testing will be undertaken.	WORK SOBER
4.0 Minimum PPE NB: safety glasses and gloves are only to be removed where their use makes a task less safe and is approved by your Safety Advisor and documented on the hazard identification / JSEA.	WEAR THE RIGHT GEAR
Hard Hats – an approved (AS/NZS 1801) protective helmet (hard hat) must be worn at all times.	Safety Boots
Long sleeve shirt and long pants / overalls	High-visibility (NZTA Standard for day/night)
Eye Protection is to be worn at all times.	Gloves are to be worn at all times while carrying out physical work.

5.0 Safe use of mobile plant Operators must be competent and authorised. Seat belts must be worn and spotters used at all times. As a minimum Mobile plant must be fitted with seat belts, roll over protection (ROPs), flashing lights and mirrors. Excavator buckets where fitted with Quick Hitch attachments must be secured as per manufacturer's specifications.	USE THE RIGHT TOOL
6.0 Public Safety Fencing Public must be separated from the site with secured 1.8 metre fencing. Excluding seating, kerb and channel, CCTV and other short-lived activities (where other control measures need to be implemented).	
7.0 Zero service strikes Always follow the permit to excavate.	NO BULL
8.0 Safe lifting Always use tag lines. Keep lifting equipment tagged and certified. Ensure only trained and competent personnel are carrying out lifting operations.	USE THE RIGHT TOOL
9.0 Trench protection Trench protection must be supplied. (For example benching, shoring or shoring). Trench shields must be certified.	
10.0 Prevention of falls Edge protection shall be provided if there is a risk of a fall.	



SCIRT's vision
 We are doing a great job by looking after each other every moment of every day. We give a damn!



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Critical Risks

- Traffic and public interface
- Services
- Trenches & excavations
- Confined spaces
- Mobile plant & people interface
- Working at height
- Lifting operations
- Powered plant and tools



CHALLENGES – Team Building

- Differing Backgrounds
- Differing Experience
- Differing processes and procedures
- Physical Environment
- Performance Pressure



Develop People

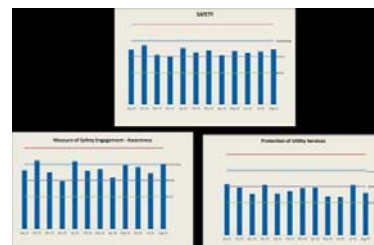
SCIRT Training Centre programmes include:

- Site safe training
- Frontline Leadership Training
- Spotter Training
- Lifting & Slings
- Reading plans & locating services
- Concrete Saw
- Spill Kits
- Mobile Plant Awareness



Measure and Incentivise Performance

- KPIs are lead indicators
 - Services missed
 - Quality of safety audits
- Safety is one of 5 non-cost Key Result Areas
- Safety Awards and recognition
- Initiatives shared



Health and Safety at Work Act

- In IST people are seconded from Delivery Teams - not an 'employer'
- In construction - employee relationship is with Delivery Teams
- SCIRT has a Board
- Has SCIRT specific requirements it places on all Delivery Teams
- Has governance / assurance process
- A PCBU with Officers
- SCIRT was initially set up with this responsibility in mind



Health and Safety at Work Act

With the Act the SCIRT Board:

- Reviewed
 - SCIRT HS Management system elements are evidenced
 - HS risk register to operational level
- Board site visits with structured feedback to Delivery Teams

SCIRT Staff

- Heightened awareness particularly wrt
 - personal accountability & responsibility
 - upstream and overlapping duties



Lessons Learned

- Don't rely on systems and processes alone ... the human factor
- Communication is not as easy as it sounds
- Consistency is key to credibility
- Consider safety at all stages
- Frontline leaders and role models are key



The Challenges

- Early days – urgency



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- Setting new standards



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- Delivery Team own HS systems and standards



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- Consistency



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- Early days – urgency
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- Delivery Team corporate HS systems and standards
- Consistency
- Working in the midst of a living city



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- Early days – urgency
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- Working in the midst of a living city
- Sub / contractors working to different standards elsewhere



The Challenges

- Early days – urgency
- Setting new standards
- Delivery Team corporate HS systems and standards
- Consistency
- Working in the midst of a living city
- Sub / contractors working to different standards elsewhere
- May not get it right first time



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