

PRE-CONSTRUCTION

PRODUCTION (SUPPLY CHAIN)

To identify all serious dangers (risks) and eliminate these dangers or devise achievable controls in order to pla method of work (i.e. RAI

To have an easy to read/und document that will be used to operatives

AIM

TOOLS

WPS - DEL - 022 Think: What could foreseeably and how?

WPS - DEL - 01

How do I negate or contro

FIX

ISSUE

Generic, unwieldy

RAMS

No images - RAMS

aren't clear

Supervisor / those

that will do the

work not involved

in production

Ш IMPROV

o plan a safe AMS) derstand o help brief	system of work and ensuring that all serious dangers have been identified, eliminated or controlled and that all RAMS match the specific scope of works May include a 'Show Me' mock-up if required	briefing to those that will do the work. Expectations and standards for each individual must be made clear on production, quality and safety
y go wrong ol this?	WPS - DEL - 01 WPS - DEL - 022 (Inc. RAMS challenge) Risk assessment challenge	Supervisor Briefing - Crib Card Approved RAMS

BRIEFING

(SUPPLY CHAIN)

Deliver a clear and comprehensive

FIX

ISSUE

CHALLENGE

(WATES)

To challenge the RAMS!

How? Systematically reviewing the safe

system of work and ensuring that all

ISSUE

Make RAMS site specific and concise Add images to help explain standards and procedures Involve the people that will do the work	Not sitting beside the RAMS originator when we challenge (e.g. via e-mail) All serious risks not identified; fail-to- safes not identified	Sit side-by-side (Wates Manager and supply chain) when challenging RAMS and work together to ensure all dangers have been predicted and negated or	Operatives told to read and sign RAMS	Face-to-face briefing must be done with Q&A. Suggest first briefing in site office and second outside (at the place of work) with demonstration of
		controlled		critical aspects

FIX

FIRST INSTALLATION (WATES & SUPPLY CHAIN)

'Show Me' (where necessary)

To visually check that the work, as written in the RAMS, is practical, safe and will be carried out as planned

> Visual confirmation and collaborative discussion

ISSUE

Perceived lack of trust. i.e. '*l'm a* contractor and I know what I'm doing! Let me get on with it!'

FIX

'Critical friend' mentality



BEFORE PROCEEDING, CHECK THAT RAMS HAVE BEEN PROPERLY CHALLENGED AND HAVE:

COVERED THE SCOPE OF WORKS

IDENTIFIED ALL FORESEEABLE DANGERS

IDENTIFIED ALL FAIL-TO-SAFES

IDENTIFIED CRITICAL POINTS OF INFLUENCE AND 'STOP AND HOLD' POINTS

BEEN PROPERLY BRIEFED TO ALL OPERATIVES

BEEN ASSESSED VIA THE 'SHOW ME' PROCESS











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DELIVERY AND DYNAMICS - MANAGING THE DANGERS OF CHANGE



Work proceeds in accordance with the challenged (approved) RAMS

END OF DAY ONE

End of day check completed by supply chain supervisor or Wates Manager

SUPPLY CHAIN SUPERVISORS - 'SUPERVISE'

Know their critical points of influence, their 'Stop and Hold' points and constantly ensure that RAMS are followed and that quality, production and SHE standards are 100% as planned, with **no unplanned work**

Don't do us a favour! If you come up against a problem:

Stop, think, re-plan, re-brief

WATES - 'MONITOR'

The Wates Manager walks the site (2, 3, 4 or more times a day) conducting 'Show Me' reviews, i.e. checking that the RAMS and any fail-to-safes are as agreed

Be a constructive 'critical friend' - give praise as well as holding to account

COLLABORATIVE PLANNING

Wates Manager and supply chain supervisor: 'What's changed?'

> Design? Logistics? Safe system of work? People? (i.e. new starters) Area / access? Weather?

SUPPORTING DOCUMENTS AND TOOLS

- WPS Del-06 Pre-shift Preparations
- WPS Del-004 Daily Start Right

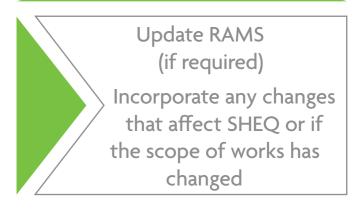
BEFORE DAY TWO STARTS

Daily Start Right

'What's changed and what's the worst that could happen?'

'Show Me'

'Do we need to undertake another Show Me before work starts?'



• WPS Del-21 - Collaborative Planning (both daily and weekly elements)