

Drainage Services Department
Technical Circular No. 4/2006

Proactive Approach to Site Safety Management

Introduction

This Circular updates the DSD Technical Circular No. 12/2000, which is hereby superseded and cancelled. It highlights the need to adopt a proactive approach to site safety management and details the necessary actions to be taken for achieving better site safety on the works sites of Drainage Services Department (DSD).

2. This Circular shall apply to all DSD works sites and take immediate effect. It shall be circulated to all DSD staff and Consultants who are responsible for contract administration and site supervision. One copy of it shall be kept in the office of each works site.

Policy

3. DSD staff and Consultants should proactively manage site safety. In particular, DSD site supervisory staff and Consultants' resident site staff (RSS) are required to maintain a high level site safety supervision in order to ensure that the works are carried out in a safe manner and the Contractor fully comply with the legislative and contractual requirements in respect of site safety. All DSD site supervisory staff and RSS should be given adequate training in safety to enhance their competence in site safety supervision.

4. It should be emphasized that all DSD staff, as well as Consultants and the RSS, have a duty to ensure that the works are carried out without risks to the safety and health of the workers. The following procedures, which are not exhaustive, shall be followed in the administration and supervision of contracts.

Procedures

Safety Plan and Method Statement

5. At the commencement of a contract, the Engineer's Representative (ER) and his site supervisory staff shall identify potential high risk activities and establish procedures for controlling the risks. Senior Engineer/Safety Adviser (SE/SA) should be consulted where necessary, e.g. for work of complex or high risk nature. For contracts where a Safety Plan is required, the ER shall ensure that such procedures are incorporated into the Contractor's Safety Plan at the commencement of the contract. Furthermore, the procedures for controlling high risk activities shall be included as an agenda item in the monthly Site Safety and Environmental Management Committee (SSEMC) meeting and reviewed regularly to suit the changing site conditions. For contracts where a Safety Plan is not required (i.e. works contracts with estimated contract sum under HK\$20M and term contracts with total estimated expenditure under HK\$50M), the procedures for controlling high risk activities shall be contained in the Contractor's Method Statement. The Method Statement shall be reviewed and updated regularly during the monthly progress meeting with the Contractor.

6. Unless the ER and his site supervisory staff are satisfied with the safety procedures in the Safety Plan and Method Statement and that all corresponding safety measures are properly implemented in accordance with the approved Safety Plan and Method Statement, the ER and his site staff shall not allow the Contractor to proceed with the works.

Maintaining a High Level Site Safety Supervision

7. During the course of the contract, the ER and his site staff shall maintain a high level of supervision in respect of site safety and take necessary actions to rectify any unsafe acts or unsafe conditions observed expeditiously. The procedures as laid down in DSD Technical Circular No. 3/2006 - "Liaison with Labour Department and Marine Department on Site Safety Matters" shall be followed. In particular, whenever any unsafe act or unsafe condition is identified, the ER shall notify the Contractor's Site Agent or Safety Officer to rectify the situation as soon as possible. The matter shall be duly recorded in the Site Diary, countersigned by the Site Agent.

8. If the unsafe act or unsafe condition persists despite repeated warnings of the ER and his site supervisory staff, the ER shall report the situation to the relevant Divisional Occupational Safety Officer (DOSO) of the Labour Department (LD) for his immediate action. Where the unsafe situation is likely to cause imminent danger or pose a threat to life, the ER shall instruct the Contractor to suspend the relevant portion of the Works immediately.

9. For contracts included in the Pay for Safety and Environment Scheme (PFSES), the ER shall withhold payment to the Contractor for safety-related B.Q. items which are not adequately completed in accordance with the provisions of the contract. For example, no payment shall be made for the item, "*Updating of Safety Plan*", if the Contractor fails to review, revise or update the Safety Plan to meet the changing needs; no payment for "*Provide Safety Officer*" if the attendance of the Safety Officer is found insufficient and/or the Safety Officer fails to discharge any of his duties; no payment for "*Arrange and Attend Weekly Safety Walk*" if the Contractor fails to complete the follow-up actions within a reasonable time; etc.

10. The ER shall ensure that all workers, including foremen, gangers, drivers and plant operators, employed by the Contractor or his sub-contractors shall have attended the "Construction Industry Safety Card" (CISC) training course recognised by the LD and possess a valid certificate (commonly known as the "Green Card") as required by the Factories and Industrial Undertakings Ordinance. The ER shall also ensure that the Contractor will arrange the skilled workers to attend "trade specific advanced safety training" (commonly known as the "Silver Card" training), "site specific induction training", suitable "tool box talks" and "pre-work activities of Site Safety Cycle" in accordance with the requirements of the contract.

Works Sites of Poor Safety Performance

11. The Safety Advisory Unit (SAU) shall step up their safety inspections to works sites of which the safety performance of the Contractor is not satisfactory. The SAU shall give verbal advice on the spot to the ER of any safety defects observed during its inspections and the necessary corrective measures to be taken, followed by an inspection report. Alternatively, the findings and recommendations of the safety inspections shall be recorded in the notes of the monthly Site Safety and Environmental Management Committee (SSEMC) meeting if the SAU attended the preceding joint safety inspection with the ER and the Contractor. For contracts with persistently poor safety performance, the inspection reports and the relevant notes of SSEMC meetings shall be copied to the Assistant Directors (ADs) concerned to draw their attention to the matter.

12. SE/SA shall monitor the accident statistics to identify contracts which deserve particular attention. SE/SA shall prepare a list of contracts of which the average accident rate in any rolling 3-month period has exceeded the

target accident rate of PWP works contracts by 50% or more and 2 or more reportable accidents have occurred during the same period. SE/SA shall send the list to the AD managing such contracts in accordance with the procedures laid down in Section 9.3.4 in Chapter 9 of the Construction Site Safety Manual (CSSM). The list shall also be copied to the Chief Engineer (CE) concerned and Technical Secretary 1 for review in the quarterly Contractors' Performance Report Review Committee (CPRRC) meeting. The Contractor concerned shall then be asked to submit a written report on the measures taken or to be taken to improve the situation to the AD and copy it to the CE and SE/SA. Apart from the above, SE/SA shall also make recommendations to the AD, with copy to the CE, asking the Contractor with persistently poor safety performance to submit written explanation to account for his observation during regular safety inspections, regardless of whether the accident rates of such contract are lower than the threshold aforementioned.

(NB: The target accident rate is 0.75 Nos. of reportable accident per 100,000 man-hours worked with effect from 1 April 2005.)

Target Improvement Areas

13. SE/SA shall request the ERs to provide detailed information on the non-fatal reportable accidents for analysis annually. The purpose is to identify the common causes of accidents occurring in any particular type of work and thus the corresponding target improvement areas (TIAs). SE/SA shall advise the ER of the TIAs for his action and, if necessary, the measures for achieving the required improvements. SE/SA shall review and revise the TIAs for the respective types of work yearly to ensure that the site supervision effort is correctly focussed on eliminating unsafe acts and unsafe conditions attributable to the majority of the accidents that have happened.

14. The ER and his site supervisory staff shall ensure strict compliance with the TIA measures during the course of the works. They shall also ensure that the TIA measures are duly incorporated into the Contractor's Safety Plan and their implementation is regularly reviewed during the monthly SSEMC meeting.

Enhancement of Safety Training Standards

15. To enhance safety standards, all DSD site supervisory staff are required to attend and complete the "mandatory basic safety training" (MBST) and the relevant "safety training for works involving special risks" (SRST) appropriate to their work. Details of safety training requirement are set out in DSD Technical Circular No. 2/2006 – "Safety Training for DSD staff". Consultants likewise shall ensure that their RSS receive adequate safety training and continuing safety education through refresher courses in accordance with the requirements stipulated in ETWB TCW No. 12/2001 – "Safety Training for Departmental Staff and Resident Site Staff".

Report on Contractor's Performance

16. The Contractor Management Handbook (CMH) (Revision B, July 2005) stipulates that an overall "Poor" rating in Section 3 - "Site Safety" will result in an ADVERSE report. The ER shall ensure that the Contractor's safety performance during any period of time is duly reflected in the "Site Safety" section of the Report on Contractor's Performance (RCP). It must be emphasized that a POOR rating in "Site Safety" section shall not necessarily be given to a Contractor after the occurrence of a serious accident if the Contractor has consistently good safety performance and that the Contractor is not culpable for that particular accident. On the other hand, a Contractor shall deserve a POOR rating if it persistently fails to discharge its obligations for the upkeep of site safety in a satisfactory manner and ignores the ER's warnings and advice on the

corrective and improvement measures for rectifying the safety defects observed, regardless of whether the accident rate of the respective contract is always low or that no serious accident has ever occurred.

17. The ER shall fairly but rigorously assess the safety performance of the Contractor and rate the RCP in accordance with the procedures laid down in the CMH. For instance, late reporting or under-reporting of accidents, if found, shall be truly reflected in the "Site Safety" section. The ER may seek advice from SE/SA in rating the "Site Safety" section if he sees fit.

Other Safety Procedures

18. The Construction Site Safety Manual (CSSM) is an important document, which lays down the safety policy and the safety procedures for the proper management and site supervision of PWP works contracts. All DSD staff and Consultants concerned shall familiarise themselves with the contents of the CSSM and strictly follow the safety procedures contained therein, e.g. accident reporting, safety committees and safety meetings, etc. A copy of the CSSM shall be kept in the office of each works site and circulated to the site staff.

19. It is everybody's interest to ensure excellent site safety. The consistent joint effort of DSD staff, Consultants and Contractors is essential in keeping DSD works sites safe and preventing accidents from happening.



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