



## SAFETY STAR RATING PILOT CASE STUDY

# Arrow International



The Safety Star Rating (SSR) is proposed to be an injury prevention initiative to help lift the performance of workplace health and safety in New Zealand. Between November 2015 and June 2016, the SSR pilot checked how well businesses performed against 15 best practice health and safety standards and provided businesses with guidance and advice on how to improve.

### ARROW INTERNATIONAL (NZ) LTD

As one of New Zealand's leading construction organisations, Arrow International undertakes large-scale construction projects across Australasia and the Pacific.

Arrow believes the real secret to success is to focus on people and building really strong teams.

Arrow signed up to the SSR Pilot with the aim of assessing its systems for risk identification, assessment and management.

The SSR assessors visited Arrow's head office in Auckland and two active project sites to assess Arrow's performance in relation to mobile plant, working at heights, hot work and dust (asbestos and silica dust).

Interviews were conducted across the organisation from the Chief Executive Officer and members of the senior leadership team to administration staff and subcontractors.

***"The fifteen standards of SSR pretty much reflect what we had benchmarked in our own internal gap analysis. So we thought, 'Great. Let's work more closely with WorkSafe and do a really good acid test of our new system.'"***

**Paul Uttley General Manager Health, Safety & Environment, Arrow International (NZ) Ltd**

One of the key differences between SSR and other health and safety management schemes that have a particular focus on documentation systems is that SSR focuses on workplace behaviours and practices.

This is achieved by talking to a range of workers throughout the business to get their views on how the business is performing in relation to the fifteen different SSR standards.

### AREAS OF STRENGTH IDENTIFIED BY SSR

The onsite SSR assessment highlighted that some of Arrow's particular strengths are its **senior leaders' commitment** to health and safety and the organisation's approach to **review and continual improvement**.

"We don't go out there looking for trip hazards. We go out there and talk about our critical risks and how we can drive improvements. It's got that human touch and people are starting to take ownership." explains Arrow's Paul Uttley.

The SSR assessment process also identified that Arrow was performing strongly in relation to leaders' and workers' understanding of the major risks on each site and this in part reflects the business's approach to due diligence and site-specific risk identification, assessment and planning for risk management.

Paul Uttley explains the approach, "There is a lot of pre-planning, particularly around critical risk activities if we're doing demolition works. There was one particular project that involved the removal of asbestos. We classified our critical risks and we put a lot of work in preparation, months and months of planning."

## DRIVING IMPROVEMENTS IN HEALTH AND SAFETY

One of the SSR Pilot recommendations to Arrow was to improve workers' identification and understanding of health risks such as exposure to silica dust or noise.

As a result of this, Arrow developed a number of communications to increase workers' awareness of the health risks of silica dust and noise and what its employees and contractors can do to minimise these.

Arrow also developed a new work-related health risk section to include in its in-house monthly audit tool.

## BENEFITS OF PARTICIPATING IN THE SSR PILOT

"During the online assessment we assessed ourselves as meeting or exceeding all of the SSR standards as a benchmark against our new Health and Safety risk based management system. Although it was encouraging to see that Arrow achieved and exceeded many of these standards, there was still room for improvement including occupational health risks and workers/representatives' involvement for developing and applying our H&S visions, goals and processes" says Paul Uttley.

"Arrow tackled these areas with a worker consultation and empowering approach, offering communication and information to our staff and workers on what can be done - instead of what must be done for managing risks such as construction dust and noise. Following a

reasonable bedding in period, we then asked our staff and stakeholders to share their experiences for identifying, assessing and controlling occupational health risks.

This approach clearly showed that suitable risk management processes can be developed and implemented by workers with guidance from Arrow's Health and Safety Executive."

***"What I liked about this is they weren't asking to see documentation, they were actually asking people genuine questions. They had a good two-hour conversation with our CEO. We asked all the site staff to give feedback on the process. I think they like the approach of the questioning and the actual conversation around health and safety. They could see it as a refreshing change really."***

**Paul Uttley General Manager Health, Safety & Environment, Arrow International (NZ) Ltd**

## FOR MORE INFORMATION

[www.worksafe.govt.nz/worksafe/about/what-we-do/the-safety-star-rating-scheme](http://www.worksafe.govt.nz/worksafe/about/what-we-do/the-safety-star-rating-scheme)

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