



## **INTERFLOW'S SAFETY CULTURE TRANSFORMATION – THE H2O VISION**

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### **KEYWORDS**

**Leadership, Safety Culture, Transformation**

### **EXECUTIVE SUMMARY**

Interflow's operations cover various locations across Australia and New Zealand. The nature of the work is defined as high risk and therefore requires access to locations that would not normally be entered, such as confined spaces and often in live flow conditions.

At Interflow, safety is not negotiable and therefore we are committed to continual improvement in the way we manage our operations and safety obligations.

In 2018, Interflow launched its HSE Vision and Strategy, Harm 2 Zero (H2O). To support this requirement of a 'Harm 2 Zero' vision, safety is managed in a systematic way that is:

- Putting our people first
- Developing their safety leadership skills
- Making safety simple to understand and follow

### **INTRODUCTION**

Interflow's principal business activity is the rehabilitation of deteriorated underground assets such as sewers, watermains, culverts and stormwater conduits that are reaching the end of their life cycle. In most cases these assets are in residential areas and suburbs, so work methods must cause minimal excavation and community disruption. Interflow's has approximately 480 personnel undertaking this work through work crews typically comprising two to six personnel who work self-sufficiently on these assets throughout Australia and New Zealand.

The challenge for Interflow is to ensure that all work crews know and apply a consistent safe work process. In 2018 Interflow focussed on developing a workplace that takes a positive step change in the approach to manage safety across the business, particularly the high-risk work.

### **YEAR CASE STUDY WAS IMPLEMENTED**

2018

### **CASE STUDY DETAIL**

The specific Issue being addressed – Safety Culture Transformation

Interflow personnel work at multiple sites on a daily basis and due to the dynamic work environment, there were varying levels of safety standards applied at these sites. Because of this, Interflow reviewed the HSE knowledge, training and resources to determine any gaps and to remove the potential discrepancies. Interflow recognised the need to focus more strategically on the key HSE initiatives and the benefits these would deliver to ensure that safety was considered across the organisation and its operations that would improve the overall safety climate.

Interflow's approach was to heighten our safety climate over time, to lead to changes in the underlying culture. To do this, Interflow set up a robust vision, strategy and program to ensure everyone in the organisation was aware of what was being changed and why. We did this by consulting, discussing and reviewing our safety strategy.

Interflow's vision of H2O and overarching strategy focuses on the journey to reach this vision through:

- understanding risk across the multiple layers of the organisation
- improvement in our HSE performance
- ongoing safety maturity
- implementation of field technology to improve safety management and outcomes

Interflow's journey to H2O has begun and comprises six key support structures and systems (Figure 1) that define the purpose, direction and focus.

In each of these six support structures and systems are key initiatives and benefits that are segregated into milestones to ensure that Interflow has the focus and direction to manage its HSE obligations requirements. To ensure all persons know and understand the direction and obligations, a formal H2O program was developed and implemented across all Interflow's operations.

## THE H2O PROGRAM

Aimed at making safety management as simple and practical as possible, the initial H2O program comprises four key modules:

1. Leadership
2. Life Saving Rules
3. Critical Safety Essentials
4. Fair and Just Culture

As part of the H2O roll out, all staff attended a face to face session (Figure 2) that focussed on the four H2O modules such as the importance of effective Leadership and how it is to be applied, the newly developed Life Saving Rules and the expectation of each individuals, the Critical Safety Essentials (CSEs) and how they are guide the minimum standards along with the Critical Control Check to validate the implementations of the CSE's. (Consider putting this as 4 dot points. Might be clearer and give it more emphasis.)

The Life Saving Rules (Figure 3) are focussed on individual behaviour whilst the Critical Safety Essentials are the organisational commitment to reinforce the minimum 'must haves' to ensure Interflow can proactively manage potential and critical risks. This is reiterated by:

- Making safety personal.
- Accepting People are the Solution.
- Reinforcing that Safety is the Presence of Positives.



Figure 1 – Vision and Strategy Infographic



Figure 2 - H2O Participants (example)

All Critical Safety Essentials and the Life Saving Rules are accessed via Interflow's intranet. Life Saving Rules posters have been displayed throughout the workplace and depots as well on plant and equipment. These Life Saving Rules and Critical Safety Essentials are continually promoted and reiterated at toolbox talks and pre-start meetings. A H2O video was also produced, with over 50 staff playing a part to promote a positive safety culture at Interflow (Refer link 1: [Interflow H2O](#)).

Interflow has introduced a new HSE software solution that will enable HSE processes and practices to be managed more consistently and proactively. The software is a cloud-based system accessed via tablets that allows real time data collection and analysis of:

- Incident and Corrective Actions Management
- Pre-qualification and validation
- Inductions
- Workplace Safety management
- Consultation
- Emergency management
- Audits, inspections and Critical Control validation

Interflow's HSE Vision, Strategy and HSE Management Safety are the foundation behind the Harm 2 Zero vision and commitment driven by effective leadership. These documents provide the blueprint for setting the minimum standards and clarify the expectations for controlling or eliminating identified safety risks and hazards.

Critical to the success of Interflow's H2O Program is the continued presence and contribution of the Executive and Senior management teams across Interflow. The effectiveness of the program is confirmed by the interaction and involvement of our front-line staff since its commencement.

**LIFE SAVING RULES** **Interflow**

Life saving rules are in place to protect people from harm

- I will present myself fit for work every day
- I will always be trained/competent, experienced to carry out tasks safely
- I will speak up to STOP unsafe work that puts me or others at risk of harm
- I will identify hazards, assess and control the risk of harm at my worksite
- I will communicate safety controls to others before entry into my work zone
- h2O HARM 2 ZERO**

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Anyone breaching a Life Saving Rule may be referred to the Fair and Just culture.

Figure 3 – Life Saving Rules



<https://www.youtube.com/watch?v=er2XDIGVUk4&t=80s>

Link 1 – Interflow's H2O Video