

# HEALTH & SAFETY

## WINNER 2014

### HETCo – A Ferrovial Agroman, Laing O’Rourke Joint Venture



#### 2013 presented H & S challenges of unprecedented scale to the Terminal 2A project and HETCo.

A wide range of construction phases were operating concurrently, from major construction and fit out operations, to handover and operational testing. Independent retail operators were completing private fit-out works under the supervision of the client, but accessing these areas through the general site. There was also a £50 million change programme being undertaken at the same time. These competing workstreams were compounded by the pressures of the programme. The project was set to reach construction completion on 19 November and HETCo was inducting up to 200 new people per week, (40 new workers inducted per day) reaching a peak workforce of 4000 operatives completing 7.6 million hours worked on site. The potential risk to the dilution of the H&S culture was significant.

The JV realised that to safely deliver this project and improve on the 2012 performance, it would require an even more effective health & safety strategy. HETCo implemented a new ‘Ask the Question’ behavioural safety programme, promoting honest 2-way conversations and fully engaging its supply chain. The ‘Succeeding Together in 2013’ strategy was implemented in 4 waves.

Workshops focused on behavioural traits and communication styles and a collective working culture. Training was delivered by a range of

employees across the different levels of the organisation, including on-site operatives and raised levels of self-awareness, personal commitment and individual empowerment.

Communications sessions where operatives engaged in direct conversations with senior HETCo, client and their managing company representatives were held once a month. These involved no more than 50 operatives for each 30 minute session.

‘Package Safety Launch’ meetings held between HETCo and the suppliers’ senior directors secured commitment to the H&S culture, promoting confidence that work would be stopped if operatives felt unsafe.

Members of T2A supervisors’ team were empowered to act on any safety issue irrespective of the supplier involved. The supervisors’ network (identified by their much sought after jackets) facilitated logical and safe completion of tasks and addressed clashes quickly when they occurred.

This initiative culminated in a record breaking 5.6 million consecutive RIDDOR free hours and an industry leading AFR of 0.03. The project’s unique safety culture has helped to develop companies and individuals not only in their perceptions but also in their safety performance. These individuals are taking this HETCo inspired approach to their next projects and in doing so improving the safety of the entire industry.

#### Judges’ comments

For such a large project with the volume of workers engaged at so many levels, HETCo demonstrated their determination to retain and improve on their high standards of Health & Safety. By harnessing collaboration and empowering everyone to ‘do the right thing’, setting a clear strategy and driving continuous improvement, they created a ‘one team’ mentality.

The communication methods – briefings, training and engagement were designed to make everyone feel an integral part of the initiative and project – and their contribution is recognised by the lasting inscription that records each operative’s name.

HETCo are committed to transferring this culture of safety to other projects and to improve H&S behaviour across the industry.



**Heathrow**  
Making every journey better

#### FINALISTS

- Balfour Beatty Near Miss Reporting App: Balfour Beatty
- East Croydon Station Footbridge: Mott MacDonald
- HETCo – A Ferrovial Agroman, Laing O’Rourke Joint Venture
- Lift & Engineering Services: Lift & Engineering Services Ltd
- Pirbright Institute DP1 and Team Pirbright: Shepherd and Team Pirbright