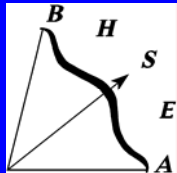


# TERMINAL 5

## CDM AND INTEGRATED TEAMS

MIKE EVANS – BAA, T5 HEAD OF HEALTH & SAFETY  
16<sup>th</sup> MAY 2007



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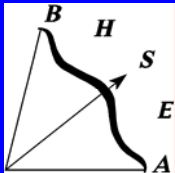
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# Terminal 5: The Scope



- New terminal buildings & transport infrastructure designed to serve 30 million passengers/year.
- Construction period Autumn 2002 – Autumn 2007.
- Terminal opening – 27<sup>th</sup> March 2008.
- Total Cost £4.3billion.
- Heathrow Airport remains functional throughout.
- Over 8,000 people on site at peak.



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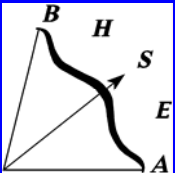
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# Terminal 5: The Challenges



- Scale, complexity, timescale, location and logistics.
- Securing a workforce – over 60,000 people will have worked at T5 at some stage.
- Lack of safety culture arising from mass recruitment (1500 new starters in a single month at peak).
- Building Winning Teams.



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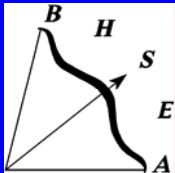


# Construction Industry Norms

Typically in the construction industry, you would observe the following:

- “Command and control” culture where managers tell workers what to do, rather than consult with them.
- “Macho, can-do” culture amongst workforce.
- Individuals seen as workers or resources, rather than individuals, not a particularly “caring” approach by many employers.
- Current safety ideology generally compliance based rather than people focused.

**Industry norms would see at least 2 people killed and over 600 seriously injured during construction of T5. For BAA that was unacceptable**



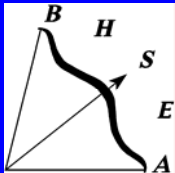
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# Creating the right culture

- **Commitment from the top** → BAA Leadership
- **Ownership of risk** → The T5 Agreement and Supplier engagement
- **Collaborative working** → Integrated project teams in design and construction
- **Safer by design** → Permanent works design and construction methodology developed concurrently
- **Safer in construction** → Unique Principal Contractor arrangements
- **Leadership & cultural change** → Incident and Injury Free programme



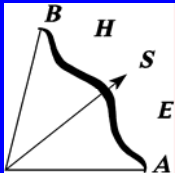
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# CDM Appointments

- Single organisation appointed as Planning Supervisor for all T5 projects at very early stage (during public enquiry).
- The “T5 Principal Contractor” (BAA, AMEC, LOR, MACE) established for all the main civils and building works.
- The T5 PC operates through formally appointed PC Representatives for defined geographical areas.
- Separate PCs used only for specialised and easily segregated works (eg bored tunnels and rail systems).



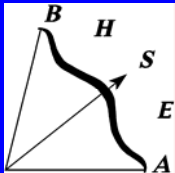
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# Development of T5 H&S Management System

- What? — Bespoke H&S Management System  
— Simple “Plan, Do, Check, Review” model  
— Incorporates common systems, procedures, site rules etc
- Why? — Commonality of approach by all suppliers  
— Ensure “Best Practice” adopted by all  
— Drive up standards
- How? — BAA led  
— Collaborative approach by all PC organisations  
— Detail proportional to risk



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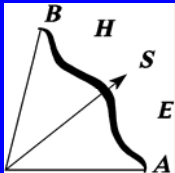
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# Logistical Support to all Projects

Single “Site & Logistics” team providing all shared services:-

- Car parking, bussing and security
- Office accommodation, welfare facilities, catering and cleaning
- Off site storage, bulk material delivery
- Concrete production and tower cranes
- Initial site induction and CSCS Test Centre
- Occupational Health, treatment and emergency response services.

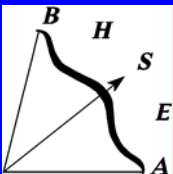
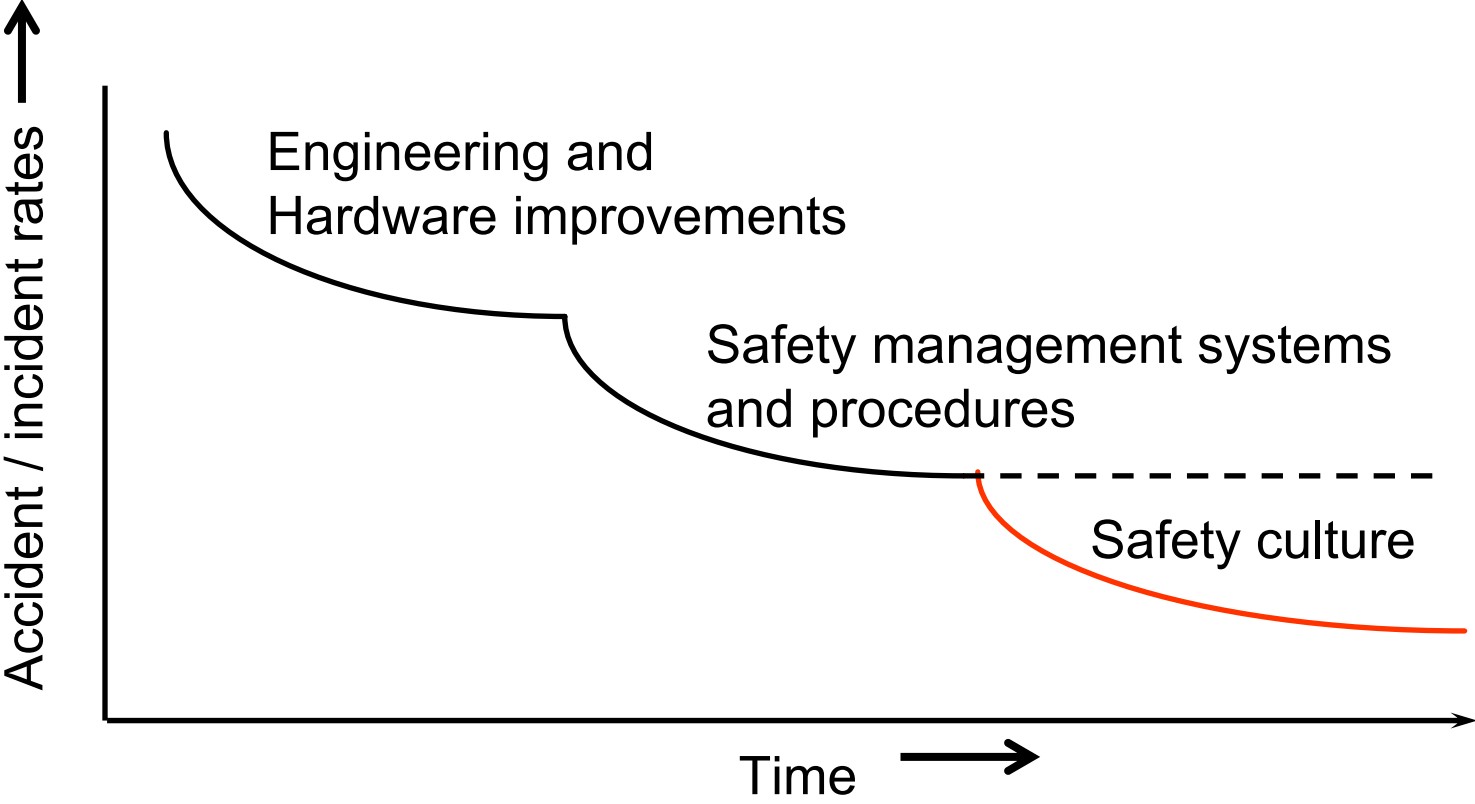


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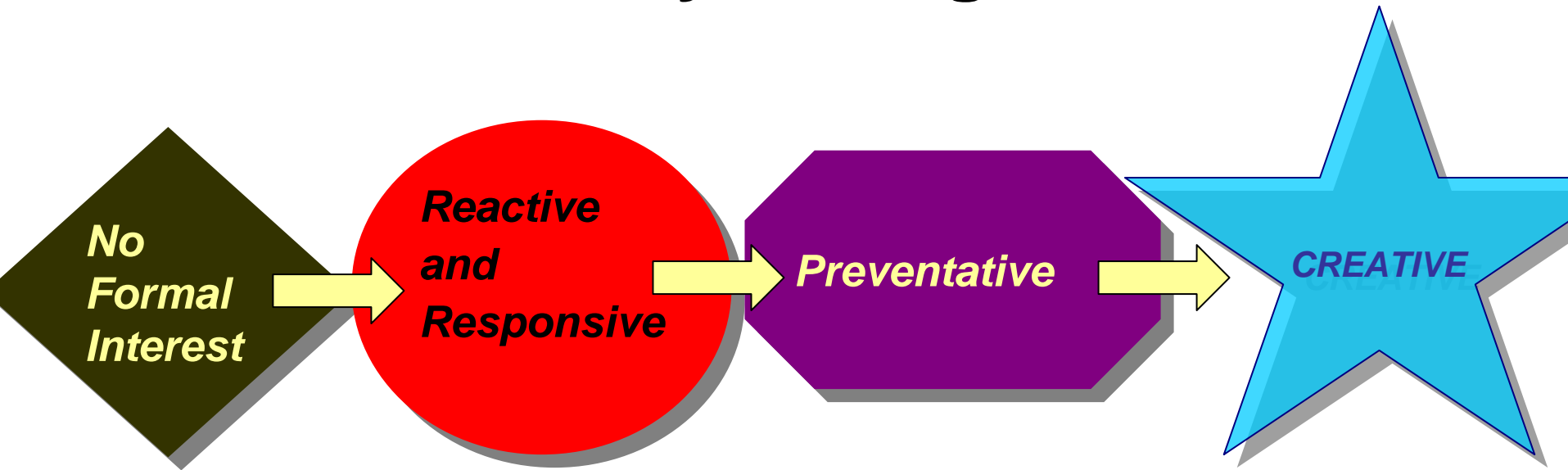
# Improving H&S Performance – The Next Stage



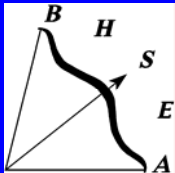
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# Evolution of Safety Management



- *Causing something to happen ;*
- *no longer only preventing something from happening*



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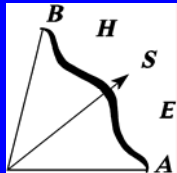
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# The T5 Incident and Injury Free Programme

The T5 "Incident and Injury Free" (IIF) programme is designed to:-

- Elevate everyone's awareness of safety by making it personal, relevant and important to every single person on the project, such that it influences **everyone's choices** and actions.
- Move safety to a **core value** rather than just one of a list of competing priorities.
- **Create a vision** and expectation for future safety performance rather than focus on historical statistics.



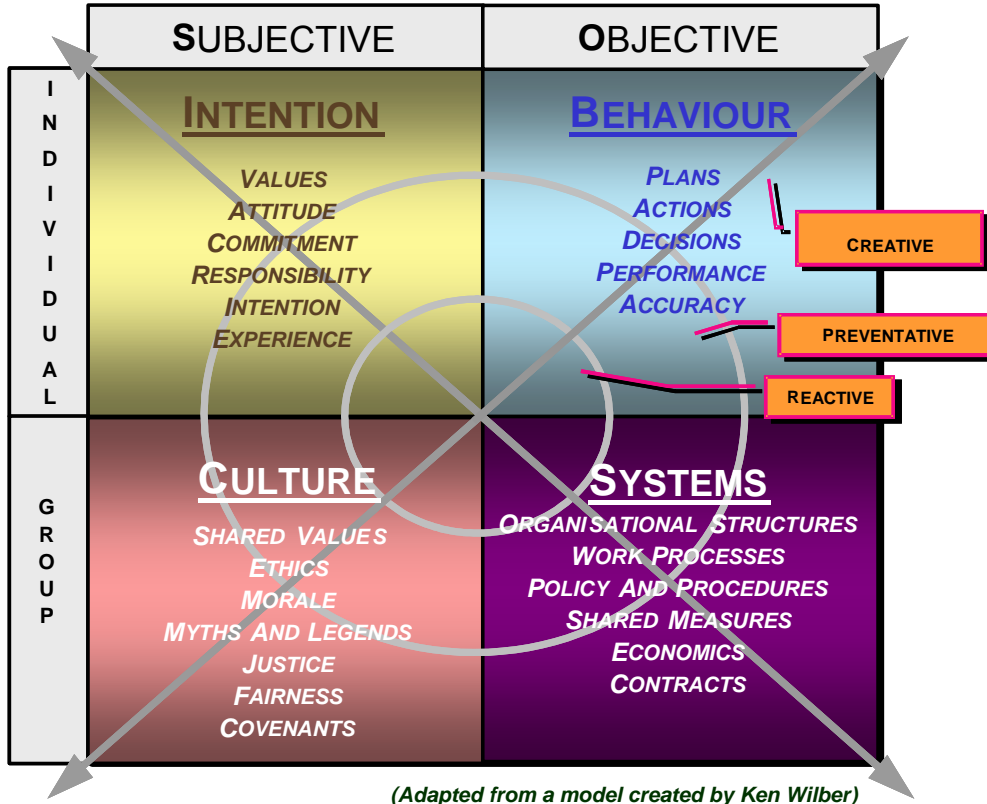
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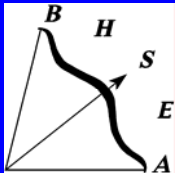




# An Integral Approach



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# The T5 Incident & Injury Free Programme

## WHY are we doing this?

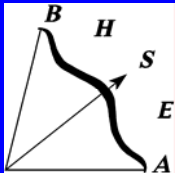
We have world class safety systems, processes and equipment in place, but we are still injuring people.  
We cannot afford to be industry average  
We want to lead a change in the construction industry.

## WHAT are we doing?

Establish and coach an integrated T5 Safety Leadership Team to manage the IIF programme.  
Establish and coach a number of Project Safety Leadership Teams to ensure effective delivery at individual project level.  
Take everyone on T5 through a tailored event to introduce them to IIF.

## WHO is involved?

Leaders and managers on a 2 day workshop.  
Directors on a 1 day workshop.  
Trainers trained to deliver the programme.  
Supervisors on 2 x ½ day workshops.  
Everyone else on a ½ day general briefing.



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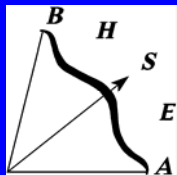
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# T5 IIF Programme

## Key Components:-

- Engaging everyone in making safety a focus of common interest
- Persuading people to take personal responsibility for their own safety and that of others
- Gaining genuine commitment from senior managers to personally improve H&S performance
- Enabling senior managers to recognise their ability to lead a change in safety performance

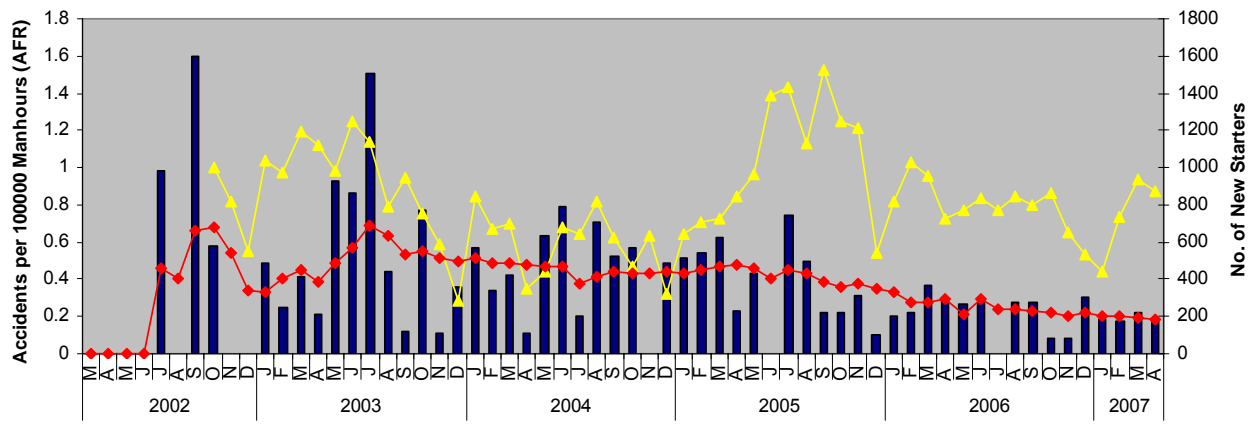


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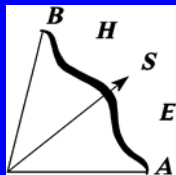
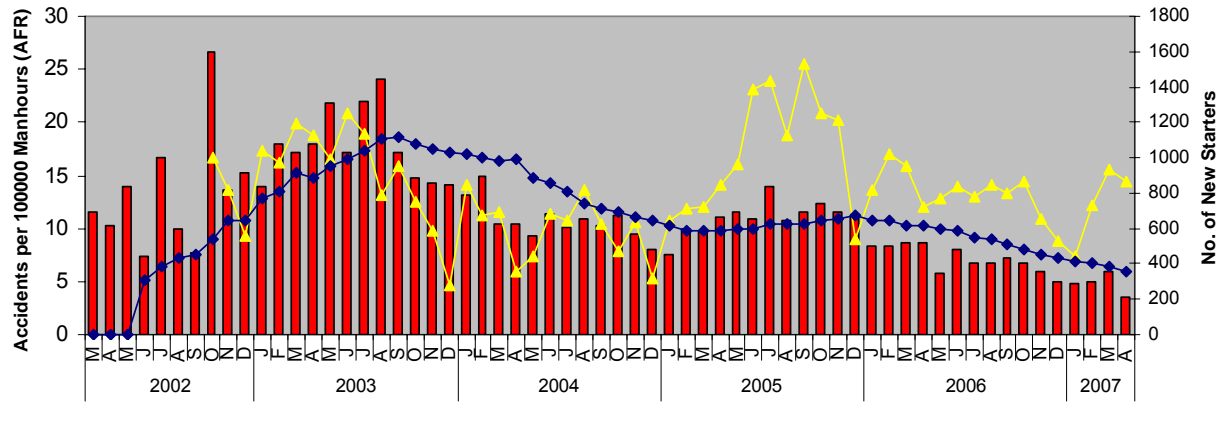
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### Reportable Accident Frequency Rate (AFR)

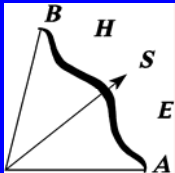


### Minor Accident Frequency Rate (AFR)



# Workforce Survey

- ✓ Workforce surveys show that the culture is changing:-
  - 74% of site workers on T5 feel that safety is given more priority than anywhere else they have worked
  - Generally workers able to talk to their managers and supervisors about safety
  - Managers seen as mainly responsive to safety
  - People comfortable to talk about and report accidents and near misses
  - People say that they feel comfortable stopping people working unsafely in their own area
  - People say they have the right equipment and PPE to do their job



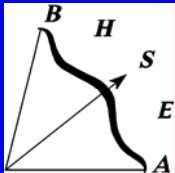
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# Leadership as distinct from Management

- **Create a vision, declare a future and go for it.**
  - T5 will create an Incident & Injury Free (IIF) culture
- **Learn from the past but don't be constrained by it.**
  - A % improvement on previous year is not good enough, there is no "acceptable level of accidents".
- **Mobilise others to action.**
  - Enrole senior managers from all of our suppliers and establish a structure of Safety Leadership Teams.
- **Look for opportunities to demonstrate commitment.**
  - Talk to people about safety.
  - Include it in conversations about cost and programme.
  - Do the unexpected.



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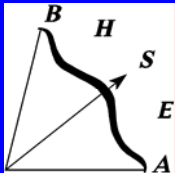


# Conclusions 1.

The changes to CDM are welcomed:-

- enhanced client duties
- empowered CDM co-ordinators
- shared responsibilities across all parties
- competence of all involved
- provision of adequate time and resources

**But are they enough?**



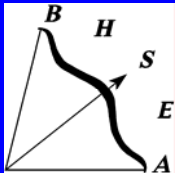
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# Conclusions 2.

- Achieving extraordinary safety performance demands more than a systems and compliance approach.
- Better safety comes from better safety leadership not more safety professionals.
- Senior Managers get the level of safety that they demonstrate they want.



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