

Zeroharm atwork

Case study

Bovis Lend Lease – Australia

www.bovislendlease.com



PROJECT DESCRIPTION

The **Incident & Injury Free program** is an international program developed by Bovis Lend Lease to encourage a positive health and safety culture. Through this program Bovis Lend Lease has adopted the following vision:

Bovis Lend Lease will operate incident and injury free and we are committed to realising this wherever we have a presence.

The program, implemented in 2002, complements the organisation's Environment, Health and Safety (EH&S) management framework and identifies six focus points for the company:

1. Identify Incident & Injury Free leaders and champions within the organisation
2. Motivate employees to operate and maintain Incident & Injury Free standards
3. Ensure efficient and effective implementation of EH&S processes
4. Assist subcontractors to implement Incident & Injury Free standards and to improve execution of safe work method statements
5. Gain recognition, support and involvement from clients, and
6. Gain recognition, support and involvement from the community.

INITIATIVES TO IMPROVE WORKPLACE HEALTH AND SAFETY

In consultation with workers, Bovis Lend Lease develops a range of innovative and practical measures to implement the **Incident & Injury Free program**. The initiatives below recognise the importance of buy-in and collaboration with workers to promote safety to ensure it is relevant to workers at the site level.

Workplace signage

Bovis Lend Lease worksites are distinctive for their safety signs. Slogans, such as *Enjoy Tomorrow—Think Safe Today* are developed by workers at the start of each project to increase safety awareness on site. Management at Bovis Lend Lease believes this helps to create buy-in from workers, ensuring they take ownership of their health and safety and that of their workmates.



Workplace Incident & Injury Free safety plans

At the start of each project an Incident & Injury Free safety plan is developed. The safety plan details the actions to be undertaken to enable the project to meet the six focus points of the **Incident & Injury Free program**. All Bovis Lend Lease employees and subcontractors are required to read and adhere to the plan.

Safety barbeques and other events

As part of developing a positive safety culture, Bovis Lend Lease holds regular safety BBQs for projects. These BBQs act as an informal environment for company employees and subcontractors to discuss the risks and hazards associated with their project, and enables them to work out strategies to improve safety. These events are also used to recognise good safety performance in the form of certificates and incentives.

An Incident & Injury Free culture

The Incident & Injury Free vision is now an established part of the Bovis Lend Lease culture. The program is about people, not statistics or legal compliance. It is about people's perceptions of safety and their relationships to their families, colleagues, co-workers and others.

Bovis Lend Lease wants individuals to:

1. Take care of themselves and others
2. Have zero tolerance for injuries and incidents
3. Never compromise safety for progress or cost
4. Contribute towards eliminating the behaviours and conditions which can cause incidents, and
5. Refuse to accept unsafe behaviours and conditions.

There is a strong commitment at all levels of Bovis Lend Lease to realise the *Incident & Injury Free program* and vision, starting with the Global Safety Leadership Team (GSLT). Comprising of the organisation's senior executives, the GSLT is responsible for providing the strategic leadership that drives the entire company towards the vision of operating Incident & Injury Free. Moving forward, the *Incident & Injury Free program* will continue to be the driving force for improvement in Bovis Lend Lease's EH&S performance with the aim to achieve even greater consistency and transparency around what they do and how they do it.

This will be driven by a renewed focus on the EH&S performance outcomes and consistency in the application of their accredited EH&S management system. The Lend Lease global safety management system defines key processes and standards for Lend Lease, including an EH&S competency framework (providing cultural, process and technical skilling) and the Global Minimum Requirements (GMR's), which are a set of minimum requirements that help them identify, manage and control the major safety risks across their entire global business activities. In order for all staff and subcontractors to understand how to apply the GMR's they have developed a set of simple, visually led supporting documents called the *Means and Methods* and a compulsory online training tool called *Safety Passport*.

ROLE OF SENIOR MANAGEMENT

Senior managers:

- participate in two and four day workshops to embed the philosophies of the *Incident & Injury Free program*
- are directly involved in the closeout of actual and potential incidents, and sharing the lessons learnt with other parts of the business, and
- provide a consistent and dependable source of support for improvement of safety performance and an attitude that is not tolerant of any level of injury.

OUTCOMES AND BENEFITS

Following Incident & Injury Free training, workers are less reluctant to speak up when they see a colleague at risk. Workers also feel more comfortable in approaching someone they see working unsafely. Conversely, workers are more open to being approached by someone who is concerned for their well-being.

Benefits to the organisation include a robust and transparent reporting regime. Reporting potential incidents is seen as preventing the incident before it happens. There is a greater acceptance of directions given to workers by Bovis Lend Lease foremen and very few arguments on site over safety.



HOW COULD THIS INNOVATION/ACTION HELP INDUSTRY?

The *Incident & Injury Free program* is about doing the right thing, for the right reasons. The vision adopted by Bovis Lend Lease and their experience and knowledge of effective health and safety management is passed on to their industry partners, clients, consultants and subcontractors through incident and injury free orientations and workshops and the sharing of EH&S documentation and templates. Bovis Lend Lease also offers training to supply chain partners in the form of the *Safety Passport* and EH&S competency framework modules (which include topics such as risk assessment, safe work method statements and challenging unsafe behaviour). The more builders who are open to increasing the capacity of subcontractors to work safely the more the industry as a whole will benefit through reduced incidents, higher morale and increased productivity.

LESSONS LEARNT

Strong and visible support from senior management across the organisation is essential for success. From day one the Incident & Injury Free vision must be directed from the very top of the organisation.

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