



Health, Safety & Wellbeing – Winner 2017

Land Securities



Nova, London – a Land Securities site

Judges' comments

Land Securities' leadership generates a proactive and collaborative approach to H&S initiatives that extends to all disciplines beyond construction, permeating the entire supply chain from cleaners to maintenance. They encourage everyone involved to strive for excellence and speak up if they feel safety or health is being compromised. They are successfully sharing a very positive culture which is spreading wider than their own projects.

As a client, Land Securities recognises its power to set the tone and influence the construction industry. H&S is always at the forefront of their drive for success and improvement and they continuously work with their supply chain to improve and share best practice.

With a mission to “create a company that believes no injury or occupational illness is acceptable and in which all members of the team are committed to living within an incident free environment” Land Securities have developed a step change programme. This is designed to improve H&S performance by: leadership, engagement, consistency, commitment and empowerment. Operating under their ‘One Best Way standards’ they work with their supply chain to achieve a goal of an injury free environment and 100% healthy lives. ‘One Best Way’ is Land Securities’ vision for the way we all work. “It means all of us working together towards a common goal of protecting the safety and health of everyone we interact with at work. Accidents should not be a consequence of working in the construction industry and everyone deserves to go home safely after working on a Land Securities Project”. **For more information contact: 2017winner@ce-awards.co.uk**

Actions:

- Strong recognition of its role and influence as a client – not just by working ‘top-down’ but through collaboration with their contractors.
- Clear personal commitment from the team.
- Established structured Customer Improvement Groups (CIGs) to include all key stakeholders.
- Work collaboratively with CIGs to develop, share and promote best practice. They are also the vehicle to ensure standards are consistently embedded in operations.
- CIGs developed a clear set of standards ‘One Best Way’ which are regularly and widely shared across the supply chain. They are also available to share on their website.
- A progressive approach to developing a happy working environment.
- Health screening and training.
- Leadership in CLOCS and FORS to help eliminate work related road risk.
- Aligned H&S strategy with the HSE Working Well Six Pillars.

Results:

- Clear culture of risk management that is embedded in all their projects.
- Engagement and empowerment of principal contractors and others in the supply chain to take ownership of Health, Safety & Wellbeing has led to wholesale ‘buy-in’ to Land Securities ‘One Best Way.’
- Good relationships and empowerment encourages and facilitates innovation and great solutions to potential risks.
- Collaborative team approach has led to strong working relationships and a legacy in attitudes which is migrating to other projects.
- Feedback from health-screening has created an environment for learning.
- The benefits of prioritising staff well-being have permeated to other parts of their work.
- HSE showcased Land Securities at the parliamentary launch of Six Pillars. CIG groups have adopted the same strategy.

Lessons learned/recommendations:

- The client has a clear role and responsibility in setting the tone and direction for health and safety management on projects. This can be very powerful and successful when delivered in a collaborative way with the principal contractor and rest of the supply chain.
- Lead from the front – clearly identify issues to address in advance and pre-plan to mitigate risk. Continually review during build.
- Involve full supply chain in setting standards and developing H&S initiatives through a partnership approach. This leads to greater ownership of issues, identifying more innovative solutions and genuine buy-in to deliver improvements.
- A collaborative approach encourages personal responsibility and conscientious effort to protect each other, the workforce and the public.

