



Adopting collective responsibility for health & safety

A Case study with Taylor Wimpey

forum interactive

**Taylor
Wimpey**



Introducing...

Forum Interactive

Forum Interactive is a learning and development consultancy specialising in behavioural safety and safety leadership. We design and deliver tailor-made events of any size as well as learning resources (e.g. interactive training films).

The stories we create show how human behaviour affects the implementation of safety management systems. The stories are based on evidence from industry research, incident reports and experiences from inside your own organisation.

Taylor Wimpey

Taylor Wimpey plc is a focused residential developer with operations in the UK and Spain. We aim to be the developer of choice for our customers, employees, communities and shareholders.

We have expertise in land acquisition, home and community design, urban regeneration and the development of supporting infrastructure which improves our customers' quality of life and adds value to their homes.

Capturing Hearts & Minds



The Case Study: Objectives

Background

The Board of Directors at Taylor Wimpey know that for an effective safety culture to operate, people across the organisation need to adopt both a collective and an individual responsibility for health & safety.

The Group HSE Director, Edward Woods, and his colleagues wanted to make sure that existing health & safety policies were being 'bought into', adhered to and reinforced particularly by behavioral choice of those in leadership positions.

We were asked to design a workshop that would challenge regional leadership teams to examine the level and quality of their safety leadership. Effective leadership is not just about what you communicate by way of expectations or decisions but the way you choose to communicate and how those choices subsequently impact on the behavior and actions of others.

The focus on Site Visits

"We identified senior management site visits as a key intervention point for improving Health & Safety. The site meetings offer an opportunity for senior managers to discuss site problems and issues, particularly with contractor performance, and provide support in getting the safety message over to those on site. One of the aims of the workshops was to draw attention to the part the management team could play."

Edward Woods, Group HSE Director

Three main objectives

The design of the workshop enabled leaders to discuss and explore:

- whether there is a conflict for Site and Management Teams between the priorities to plan and do things safely and the need to meet budgetary demands
- how senior staff can effectively communicate their expectations to site managers and how this might influence their behaviour
- how responsibility for HSE is collectively and effectively implemented by all, including the senior management team.





The programme was delivered to Regional Management Boards including Managing Directors, Technical Directors, Commercial Directors, Sales Directors, Production and Finance Directors, as well as the Taylor Wimpey UK Group Management Team and Head Office Staff.

Method

This was achieved by dramatizing a fatal incident – Darren’s Story – and using that story both to stimulate discussion around complex issues and to provide a practical session for communication and team working development.

Comments from participants:

Capturing hearts & minds – “No other training technique can deliver this kind of buy in”

“Darren’s story was a reality check for many of the participants – though most are aware that H&S is an important issue, few are aware of the terrible consequences of unsafe acts, not just on the individual, but friends and family. We were looking to hit home the message that H&S is everyone’s responsibility.

“The drama was also incredibly realistic and powerful, to the extent that the audience spoke to the actors as if they were an MD or site manager – it was totally absorbing. No other training technique can deliver this kind of buy in.”

Encouraging open discussion: “leaders need to discuss responsibility, management behaviour, priorities, interpersonal relationships and their impact on safety”

“This was also a useful exercise to get people to open up and we hope that this sets a precedent in their working lives, particularly when it comes to identifying and discussing unsafe acts on site. If they go unchecked, accidents can happen, so we believe open discussion is a critical precursor to safe practice.”

Improving how leaders communicate – “these useful skills are transferable across the organisation, they’re not just relevant to health & safety”

“The interactive scene helped managers visualise a more productive approach, particularly how to talk to site managers to get the most out of them. These were useful skills to take into the work place.

Overall Impact

“The training session was powerful, effective and informative. This engaging and interactive approach is an inspired innovation, which is as much fun as it is enlightening and informative.

“All too often we might recognise as individuals that management shortcomings arise sometimes and diminish the effectiveness of our business. But to successfully make the connection between those management errors and oversights that could ultimately lead to serious injury or loss of life is an important step forward in training for all managers within the business.



Teamwork – Developing a Collective Responsibility for HSE

Production Director

My Team & Site Visits

- Ensure at the start of each site visit that time has been set aside to discuss with the site manager the site challenges, issues (inc H&S)
- Spend time on visits raising fellow directors' awareness of H&S and encourage them not to walk past H&S issue
- Ensure all site managers are aware that they are empowered to challenge BU decisions on H&S grounds. If not safe or not sure – Stop!!
- Encourage / support the site manager to lead the visit on their site
- Engage with full site team, not just site manager – reinforcing the HSE 'Maximising your Resources' initiative
- Engage the trades on visits – ask how H&S is on site, how can we help make their tasks safer to carry out. Capture and communicate findings with the rest of the LMT

Other Departments & Sub-contractors

- Ensure realistic infrastructure programmes are set and if these need to be accelerated, ensure all depts are involved in re-planning to ensure enough resources and time in place to do safely.
- Involve commercial directors in closing out and addressing significant / consistent non-conforming contractors. Enlist their help in getting improvement.
- Discuss implications of design for post site completion / maintenance e.g. robustness of some new energy saving initiatives, solar panels, etc.
- Hold regular key contractor meetings with trades to discuss TW requirements, issues and challenges – get them working with us on safety, not against us
- Ensure we are listening to and acting on sub-contractors constructive feedback – they are part of the big team
- Champion at all times a good H&S culture and attitude

Sustainability & Next Steps

One of the props used in *Darren's Story* is a house made of toy building bricks which Darren's friend James Miller (the fatality) has built with his small son. Taylor Wimpey made key rings using the toy bricks and gave one to each person attending the workshop. The purpose of these key rings was to help people to remember what they had learnt so that they might make more effective behavioural choices at the next opportunity.

A booklet was also created and distributed that gathered together all the commitments to action that people had made at the end of each workshop.

"A key change we expect to see is on the procurement level. Commercial managers will have a new perspective on health and safety and this will influence their purchasing decision when hiring contractors and helping them prepare for an effective site start.

"The programme is also helping to generate a consensus of opinion – site managers and commercial managers are saying the same thing regarding H&S practice, and so contractors will sit up and take notice.



Taylor Wimpey will continue to develop the health & safety programme going forward. A key priority will be to design sessions for site managers to enable them to get the most out of dialogue with senior managers, and play a fuller part in site meetings.

The Board of Directors also recognises the need to make site managers fully aware of the rationale behind health & safety policy and procedural changes. This will ensure a collective approach towards a better health & safety outcome.



Teamwork – Developing a Collective Responsibility for HSE

Commercial Director

My Team

- Check my team's awareness of H&S issues and practice – invite honest feedback, do they fully understand the importance e.g. correct spec for plant, good contractors.
- Encourage team to ask about and discuss H&S issues affecting their sites
- Ensure TW H&S Newsflashes / H&S Memos are discussed with the full commercial team for awareness – the points can be included in future tender documents

Inter-Action With Production

- Involve production team more in commercial decisions to better understand why
- Engage site managers more effectively in sub-contractor selection
- Encourage the team to take responsibility for supporting site managers e.g. responsible for ensuring a telehandler meets the spec – not just the site manager
- Help the team understand the importance of ensuring the contractor has provided details of their safe system of work before they allow them to start on site.

Inter-Action With Sub Contractors

- Reinforce TW H&S requirements with contractors at every opportunity. Ask their directors to come in and discuss their approach to HSE
- Engage and interact with contractors to acknowledge their concerns

Procurement & Variation Orders

- Commercial team needs to understand pre-construction H&S info and site specific issues prior to issuing for tender
- Ensure adequate pre-construction H&S info issued when works are tendered
- Site specific H&S issues need to be discussed and understood fully at pre-tender meetings
- Ensure tendering time is sufficient to allow the development of effective H&S plans
- Make clear to all contractors that TW does not see H&S as a paperwork exercise!



Contact us

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