





Olympic Delivery Authority

**London 2012 Construction Works**  
**From blank canvas to complete programme**

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**Olympic Delivery Authority**

**13 September 2011**

# London 2012

- 60 days of sport and culture
- 205 nations competing
- 17,000 athletes and officials
- 7.7 million tickets
- Four billion watching worldwide
- 800,000 daily on public transport

Greatest show on earth!



# Sequence

❑ Bid and Planning

❑ Tunnelling

❑ Site clearance and preparation

❑ Design

❑ **Construction – infrastructure and Venues**  
**The Big Build**

❑ Park Operations and Overlay

❑ Olympic and Paralympic Games

❑ Legacy Conversion

❑ Use and future development

**Preparation**

} **Dig**

} **Demolish**

} **& Design**

**Test Events**

**The Games**

}  
} **Legacy**



# Size of Hyde Park – about 600 acres





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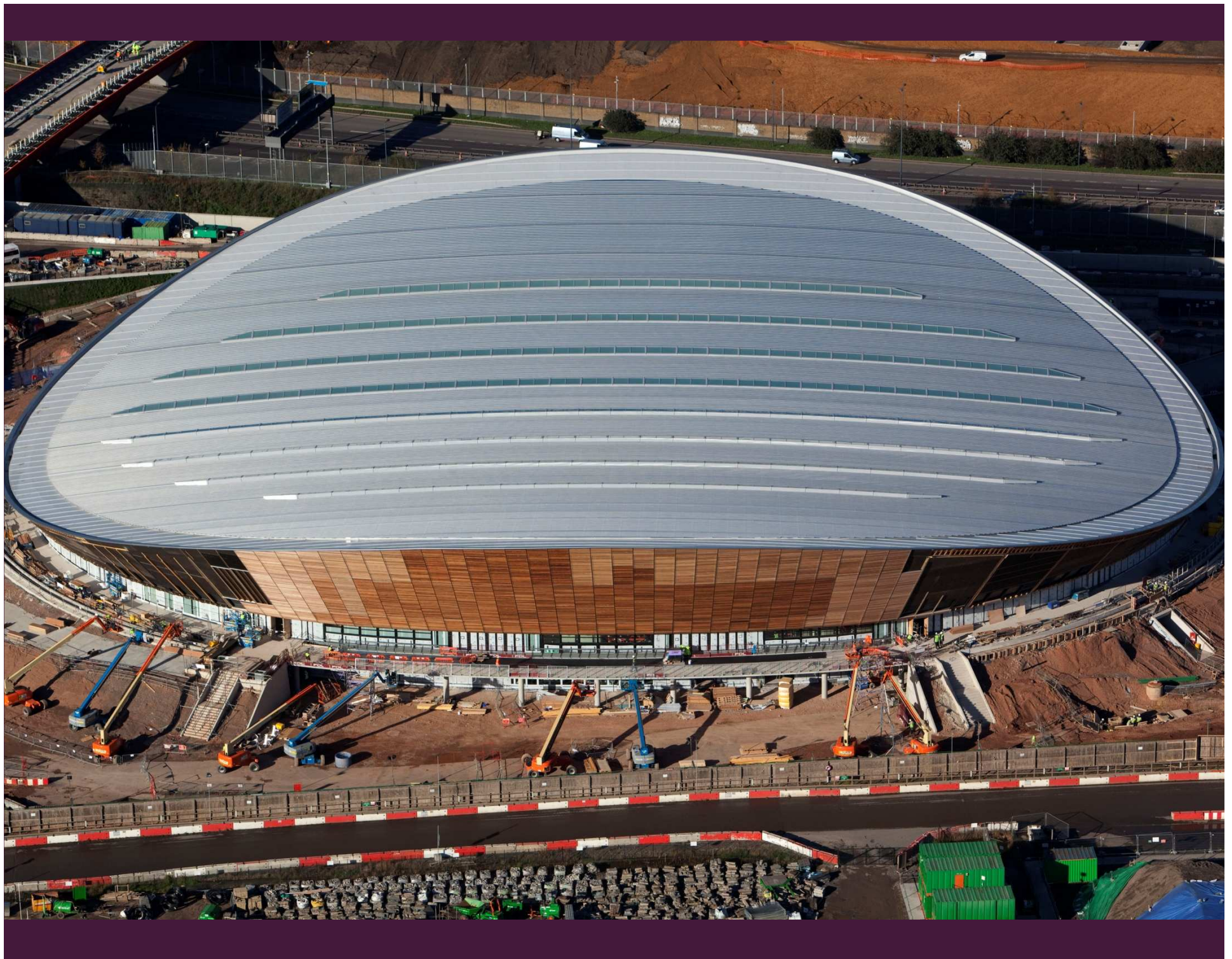






















**safety**



# The Beginning

ODA as an interim within the LDA

No history of construction procurement to £7bn

No processes, systems, staff, etc etc

A start-up



# The Approach

H&S to be a component of every policy, process, action, decision.

Priority Themes – first amongst equals

Leadership!

Health and Safety Standard



# The Development

H&S as a facilitator and enabler

Staff inductions and office safety

Procurement

Design development



Specification

Procurement

Contract

Design

Planning

Project Management

Health (Park & Village Health)

Info-Exchange (data, analysis)

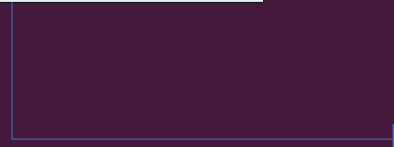
Worker Engagement

Assurance

Communications

Leadership Programme

Reporting



# Governance

Executive Management Board (EMB)

Workshops and Briefings, Monthly Report

Main Board

SHE Committee

Stakeholder Management



# Key to Safety Performance

## Leadership and Culture

Leadership from the top

Harnesses and motivates the whole organisation

Structure and Strategy

# Leadership Programme

## ❑ HSE Leadership Board

- ❑ Chaired by ODA CEO
- ❑ Attended by ODA Chairman, Exec Directors and Delivery Partner senior executives

## ❑ SH&E Leadership Team (SHELT)

- ❑ Project Directors (Tier 1s), ODA, Delivery Partner
- ❑ Developing strategy for SHE Excellence

## ❑ Project Leadership Teams

- ❑ Supply Chain senior staff and CLM PMs
- ❑ Convert SHELT Strategy into Project Plan
- ❑ Implement and Monitor



# Key to Safety Performance

## SAFETY, HEALTH AND ENVIRONMENT LEADERSHIP TEAM (SHELT) - CONSTRUCTION

### ACTIONS

1. Ensure every PLT is delivering on the SHELT strategy and objectives; setting expectations of what good looks like; ensuring effective communication and capturing lessons learnt
2. Energise / re-energise our Behavioural Safety Programmes to impact workforce engagement, supervision and leadership across all projects
3. Ensure all PLT / Projects engage with new stakeholders and ensure effective induction of all new contractors on the Olympic Park
4. Ensure effective and competent supervision in all areas of work across the Olympic Park
5. Ensure PLT's and projects are continually engaged in protecting assets
6. Drive, measure and learn from Near Miss Reporting
7. Ensure PLTs and projects manage current and future risks and hazards proactively eg: services, changing health and welfare facilities; occupational health etc
8. Encourage best practice and knowledge transfer through cross venue / project visits.

### TEAM MEMBERSHIP

- Operations Director from each Principal Contractor
- Delivery Partner representation at Director Level.
- Professional HS&E representation
- Other Work Groups by invitation
- Howard Shiplee/Ian Galloway to join regularly
- Senior Stakeholders to join by invitation

### TEAM PURPOSE:

To provide the leadership that maintains and improves upon the HS+E culture and behaviour established across the Park and Village to date and provide support and encouragement to other stakeholders during the transition from construction to operations

### OBJECTIVE

- To achieve a culture within the entire workforce that is intolerant of any accidents or incidents and inspires world class performance
- To target the elimination of worker injury and ensure everybody goes home safely every day
- Ensure standards of Health and Welfare are maintained to the end of each project
- To continually improve HS+E standards that will set new benchmarks for the industry
- To maintain the effective management of Environmental risks
- Provide an opportunity for future Stakeholders to learn from SHELT activities
- Pass on SHELT knowledge and experience to new contractors
- Provide support for the Learning Legacy Programme
- To ensure that our strategies for Safe and Secure Completion are upheld to the conclusion of construction and into the operational phase

### SCOPE OF RESPONSIBILITY

- To include Safety, Health & Environment
- To continue to motivate and provide direction for Project Leadership Teams
- To facilitate the breaking down of barriers and encourage the engagement of all stakeholders
- To ensure an effective communication framework including feedback
- To agree and communicate minimum acceptable standards
- To develop and launch Park and Village wide initiatives
- To promote best practice

### GROUND RULES

Meet Monthly for 2 hours for Infrastructure + Venues- Option for special meetings  
Every 4<sup>th</sup> month an additional 1 hour Communication/Endorsement meeting.  
Establish Clear Meeting Objectives  
Outputs of meetings to be clearly communicated  
Effective Chairmanship  
Openness/ Honesty  
Commitment of Attendees

### SHELT CHARTER NO.5- Feb 2011

### OUR CHALLENGES

- Transition to operations
- Behaviour
- Attitude
- Complacency
- Workforce churn
- Engagement with Supervisors and workforce
- "Get it done" mentality
- Communication
- Overcome the "not invented here syndrome" of the industry
- Effective engagement of stakeholders
- How we demonstrate visible Leadership
- Maintaining energy and focus of all personnel
- Full and active participation of all members

# Leadership Programme

## □ SHEL T

**I belong to the team that will create  
the healthiest, safest and greenest  
Olympic and Paralympic Games**



# Leadership Programme

**❑ ODA and CLM Directors and Senior Staff**

**❑ Principal Contractor CEOs**

**❑ Reward and Recognition**

**Worker engagement follows clear leadership**

# Worker Engagement

Inductions

Behavioural Based Safety Programmes

Daily Activity Briefings / Safe Start

“You said – We did” boards

Safety Stand-downs

Presentations to say “thank you”

Every opportunity taken







# Olympic Park Supervisor Graduates

Successful Graduates of the Supervising Behavioural Practice course

February 2010



Be proud



# Safety Performance to Date

Since 1 October 2005

**24 periods of 1m hours without reportable accident**

**2 periods of 2m hours**

**1 period of 3m hours**

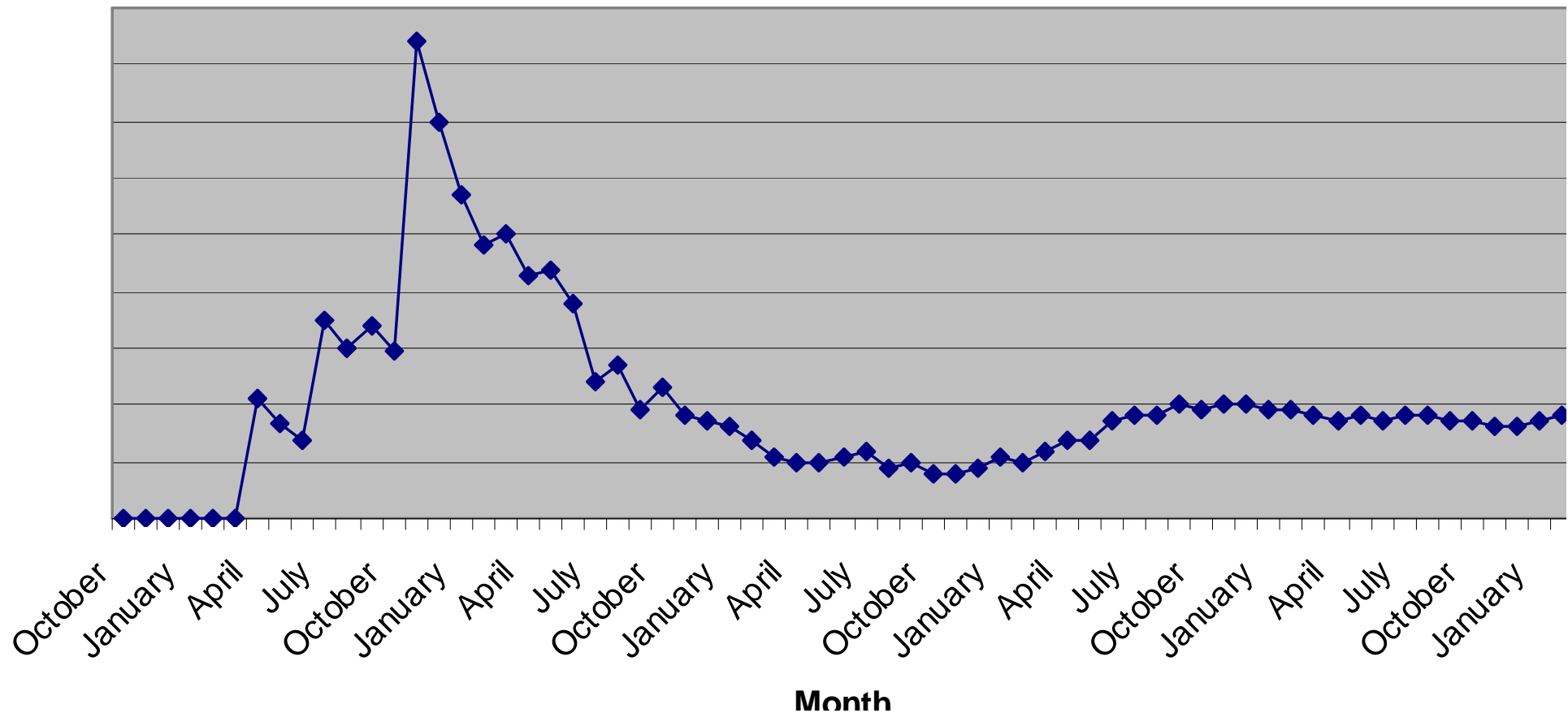
**117 RIDDOR Accidents with declining severity  
c. 70,000,000 hours**

**AFR over nearly 6 years of 0.17**

**Currently on the Olympic Park – 12 month AFR 0.12**

# Accident Frequency Rate (AFR) – Olympic Park October 2005 – August 2011 (AFR <0.17)

AFR since October 2005





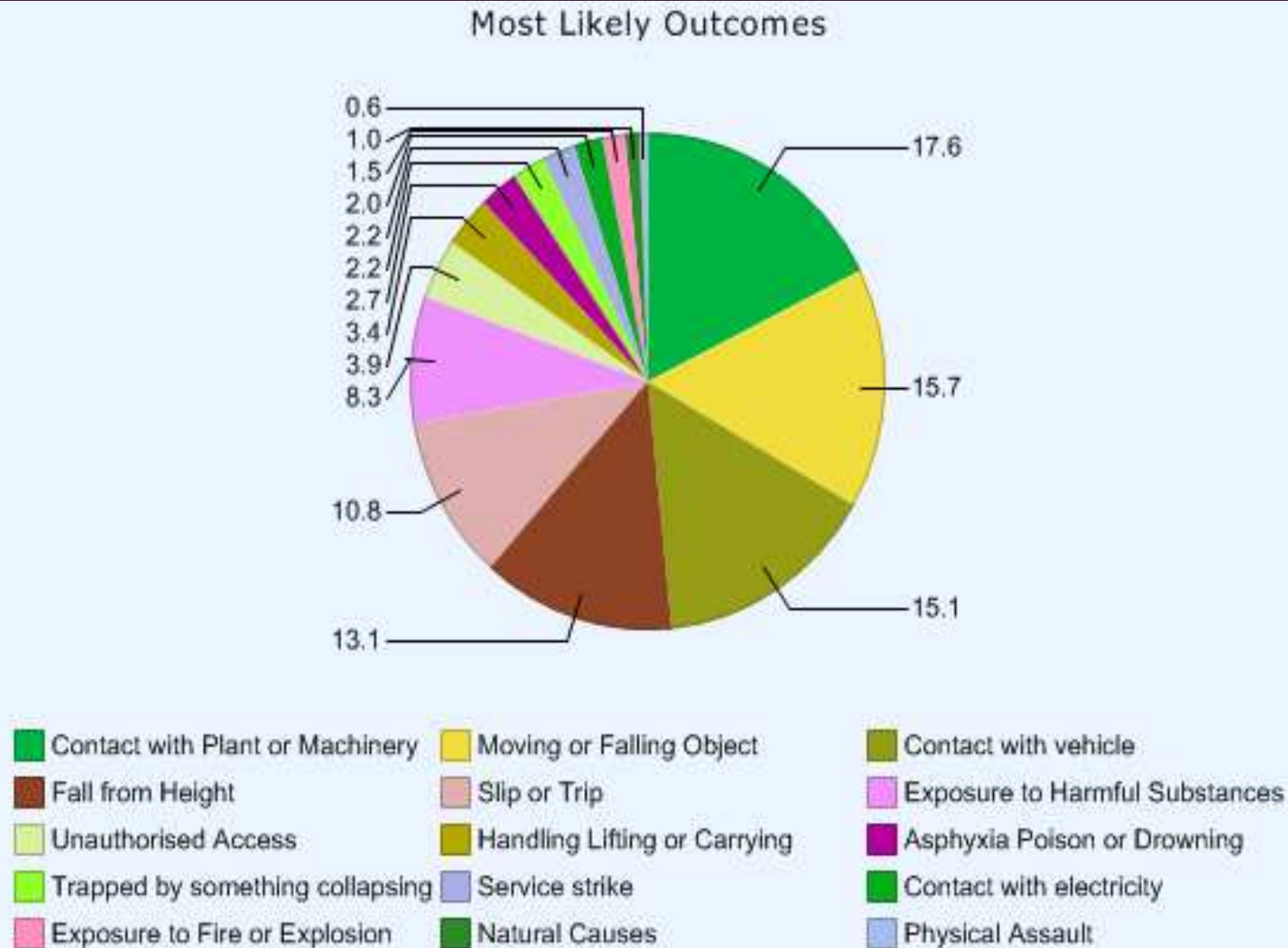
# Worker Engagement

Communications

Feedback

Formal and Informal Mechanisms

# 9,000+ Near Miss reports Analysed for potential harm and severity



# Culture

- **Climate Survey**
- **Developed with HSL**
- **60% participation**
- **3 annual surveys +++**

## tell us what you think



### Working for London 2012

We want your views about the Health, Safety and Environment aspects of working on the London 2012 project. Health, Safety and the Environment is one of our priority themes and is at the core of everything we do.

The way we do things around here is important to us all.

### We want...

We need you to help us make changes and drive improvements by completing the survey form.

### We will...

We will act on your feedback and tell you what we are doing to make your workplace safer and better based on your views.

### How?

It's easy - the survey will be coming out to you soon.

You can complete it on line or fill out a form during September.

**Be in it to win it** - the 500th person to complete the survey will **win** a £50 music voucher.

\* This survey measures the internal climate, or general feel of how people view their work, and the workplace. The survey is confidential and anonymous.







Be healthy  
You're part of it

### Eat a nutritious breakfast

Why not start your day with a bowl of porridge from your canteen?

# ODA Commitment

## Policy Statement

.....improving the well-being of everyone  
involved ....

Ambitious aims, motivate people if realistic

# Learning Legacy

Independent evaluations of many aspects of the H&S programme:

- Case Studies
- Papers e.g. Special Issue of ICE Journal
- Champion Products

Watch this space:

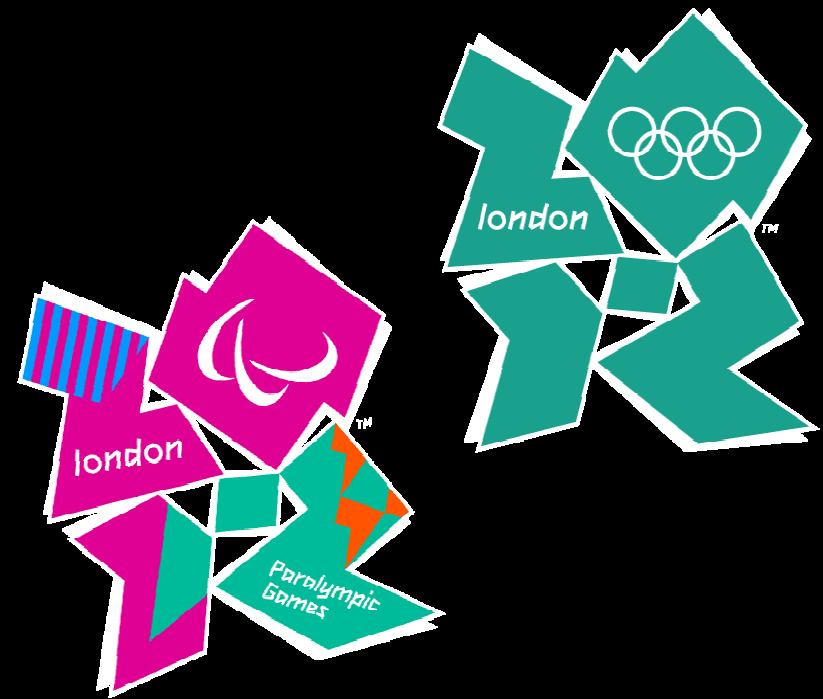
- HSE and London 2012 websites
- Publications



*be proud*

you're working on the London  
2012 Games.

# Thank you



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