

APM Project Management Awards



WINNER'S

CASE STUDY

Category **Shell HSSE (health, safety, security and environment) Award 2015**

Winner **Global Alliance, AECOM Ltd**

Sponsor



Overview

A unique alliance between global professional technical and management support service company, AECOM, and BP has resulted in an impressive health and safety record.

Over 17 years, AECOM has project managed the construction and maintenance of BP's retail network across the world. It has also delivered projects for BP Solar, BP Hydrogen, BP Lubricants, BP Marine and Air BP.

It responds to 120,000 maintenance calls and successfully completes over 2,000 projects each year. The

highest priority has always been the health and safety of everyone working on projects and the track record in the UK is testament to that, with year-on-year reduction in recordable injury frequency and three million man hours without a day's absence due to work injury.

This is due to the pioneering global alliance structure which has led to a shift change in safety culture and performance. It could not have been achieved without the commitment of project team members at every level and through partnership with supply chain companies.

Objectives and culture

The goal of the alliance is no harm to people and no damage to property by defining clear policies, setting the standards to be achieved and measuring effectiveness.

AECOM's culture and *Safety for Life* programme is completely aligned to BP's corporate values, ethics and business objectives. This creates an environment focused on performance and, in particular, on continually delivering against HSSE goals and BP's Golden Rules and Control of Works policies.

This multi-faceted approach is designed to drive home a commitment to improving HSSE performance, eliminating risk at source, achieving zero work-related injuries and capturing the hearts and minds. A 'culture of caring' sets an expectation for every employee, contractor and business partner to take personal responsibility for keeping colleagues safe.

Challenges

The greatest challenge was to deliver consistently high HSSE standards across a range of operations and countries with varying attitudes to health, safety and the environment. It was also vital to keep the message fresh and appealing to all concerned across the ten countries in which BP works.

Complacency was another major challenge, particularly with lone contractors completing maintenance activity – and the alliance manages over 60,000 maintenance activities every year. An incident with a contractor in Poland who broke two fingers when repairing a coffee grinder underlined this problem. It transpired that it was normal practice to repair live machines! (An HSSE bulletin was immediately sent out to ensure coffee machines were isolated before work started.)

It all called for an innovative approach to communication, risk management and engagement to build the commitment and improve safety across the Alliance.

Resources, processes and procedures

AECOM's *Safety for Life* programme includes innovative processes, procedures and tools together with comprehensive training and management systems and regular communications such as safety alerts, bulletins, posters and videos.

It also encompasses a behavioural-based training initiative, START (Supervisor Training in Accident Reduction Techniques), which is delivered in a collaborative environment to key staff.

Another key component is the safety observation system, LifeGuard, to record and report safety observations and enable continuous improvement. Added to this is the IndustrySafe system to quickly report injuries, near misses, and other incidents. There have been 39,000 active projects entered in the system to date.

“I have no doubt that the Alliance was the most successful ever transformational project in BP Retail. It resuscitated Retail Engineering and its results have been way beyond what we expected. This was due to the enduring spirit of teamwork and partnership; people working together on common objectives which benefited both partners. It was definitely the most satisfying project I worked on in my 28 years with BP.”

Richard Appleyard,

Former BP European Retail Engineering Manager

Co-ordination and cooperation

To help ensure that all contractors were fully on board, the UK Alliance team led the industry with its Passport Safety programme for all contractors and which was later adopted by the UK Petroleum Industry Association. It now applies to all contractors and employees working on petrol filling stations in the UK. The Alliance also led the introduction of similar safety passport schemes in all the countries in which it has operated in over the last 17 years.

Sharing best practice and lessons learned is central to the continuous HSSE improvement. Educating and informing employees on safety issues and achievements includes simple but effective ways of getting across key safety messages, such as safety posters and regular digital safety bulletins.

A mutually agreed set of key performance indicators were agreed, covering HSSE, operational excellence, cost management and innovation.

Success

Together, AECOM and BP created an alliance that transformed the downstream division into a customer-focused, market-leading convenience retail provider. At the heart of this was a shared vision to put HSSE in the forefront, backed by investment and innovation.

The approach has delivered a world-class HSSE performance and ongoing annual cost savings of eight per cent.

It has created a climate in which innovation can flourish and brought about a shift change in safety culture and performance, leading to the dramatic reduction in Recordable Injury Frequency rates in the UK from 0.44 to 0.08 over the last five years



The APM Project Management Awards have been celebrating project management excellence since 1993 and the broad range of categories is designed to make entry possible for projects and companies of all sizes and complexity.

The awards reflect the invaluable contribution project managers make in all sectors of society and the event provides an opportunity for industry professionals to meet with colleagues and entertain guests as well as celebrate at one of the year's most exciting events.

Highly regarded in the project management industry, the awards reflect the dedication and talent that helps to shape the project management community and the world around us. The finalists, winners and sponsors of the awards attract national publicity for their achievement and involvement. Winning an award provides invaluable recognition and kudos to the careers of winners.

For more details on the awards and how to enter or attend, visit apm.org.uk/awards or email awards@apm.org.uk

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