

# WINNER'S

## CASE STUDY



Category **Shell HSSE (health, safety, security and environment) Award 2014**

Winner **Excellence in HSSE Performance, CCG (Scotland) Ltd**

Sponsor



### Overview

CCG (Scotland) Ltd is a multi-disciplinary construction organisation based in Glasgow and working throughout Scotland. With a turnover of around £120 million, it has some 650 employees, along with an extensive supply chain, making it one of the principal employers in the Scottish construction industry.

The company recognises the critical importance of effectively managing health, safety, security and environmental issues. Protecting its people and reputation is paramount.

For a long time HSSE culture revolved around the message that everyone working on projects has the basic right to leave work in the same condition as they entered it – a solid message which still holds merit.

However, to achieve excellence in performance and to instil a progressive culture, it was recognised that CCG had to evolve by investing significantly in improving its people, processes and working environment.

## Objectives

As well as the standard HSSE objectives for each project, CCG has made a commitment to go beyond the elimination of incidents.

A cultural change programme focuses on demonstrating commitment to excellence, creating a safe and secure working environment, promoting good occupational health management and behavioural safety.

The aim quite simply is to promote a 'Safety First' ideology on all projects through the implementation of the programme to create an excellent HSSE culture, based on commitment, employee engagement, ownership and surpassing basic legal requirements.

This commitment starts at the top, with the Board of Directors and senior management team 100 per cent committed to Excellence in HSSE Performance.

## Challenges

The main HSSE challenges facing most of CCG's projects are connected to working in densely populated residential areas and achieving buy-in for excellence from all site operatives and the supply chain.

Cultural barriers within the organisation needed to be overcome. Commercial teams were tendering for new projects with minimal awareness of the financial aspects of health and safety management. There was resistance from site operatives to adhere to safety rules and requirements, as this apparently hindered getting the job done. There was also a perception that contractors were expected to submit pricing as low as possible with no cognisance of health and safety requirements.

Now there is a tender review so that costs can be properly allocated. Significant awareness training, provision of adequate resources and general discipline has been introduced on site and a standard subcontractor health and safety requirements document has been introduced.

## Resources

Adequate planning time and resources are available to ensure that projects run efficiently and safely. Senior management is actively involved in the management of HSSE on all projects and support their project teams achieve excellence.

A well-resourced and extremely pro-active Safety, Health and Environment (SHE) Department works hard at providing competent advice and support for project teams. Members of the Board and senior management team also undertake safety tours of the projects, where they focus solely on HSSE matters and carry out road shows for all site operatives.

## Co-ordination

The drive for HSSE excellence embraces processes and people in a coordinated approach.

Project HSSE meetings for each new project plan how the project is executed in relation to safe working – essentially a dress rehearsal of the main event.

A Plan, Do, Check, Improve loop ensures that each activity introduced to improve HSSE performance is planned by the senior management team, implemented by the project team, checked by the compliance team and then all three groups meet to analyse the success or failure of the action.

A culture of reporting any problems or issues has been fostered among staff and operatives by supporting them, acting on comments and suggestions and officially recognising them for their suggestions. All stakeholders are fully briefed on their roles and responsibilities for safe working.

## Results

Through this change programme, CCG has created an HSSE culture of excellence, based on demonstration of commitment, employee engagement, ownership of HSSE requirements and the aim to surpass basic legal requirements.

Cultural barriers have been removed, site workers and stakeholders have bought into the change, processes are in place to eliminate or mitigate risk and expectations are clearly communicated.

One result of this commitment is a £15 million investment in new timber frame manufacturing facilities that all but eliminates any manual handling and reduces risks on site.



**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](http://apm.org.uk/awards) or email [awards@apm.org.uk](mailto:awards@apm.org.uk)

**Association for Project Management**

Ibis House, Regent Park  
Summerleys Road  
Princes Risborough  
Buckinghamshire, HP27 9LE

**Telephone** 0845 458 1944  
**International** +44 (0)1844 271640  
**Facsimile** +44 (0)1844 274509

**Email** [info@apm.org.uk](mailto:info@apm.org.uk)  
**Web** [apm.org.uk](http://apm.org.uk)