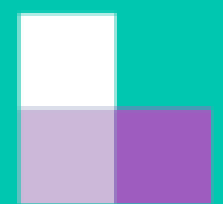
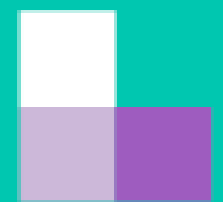
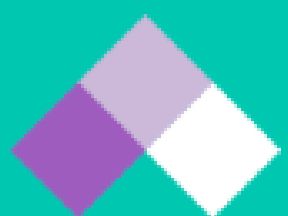


Are you done when you hit zero?

Simon Bown – Head of HS&E



London
Luton
Airport



Luton Airport

1938
The year LLA was established
on a former military airfield

67
check-in desks



1
terminal building

14.5m
passengers in 2016



More than
135
routes on sale
for 2017

20
boarding gates

2,160m
The length of the LLA runway




Level 3
IATA Level 3 Slot Coordinated Airport

9,400
staff working
on-site

12
airlines in 2017

1
EU/MAFF approved bonded
cargo transit shed



Performance & Challenge

Project

Date

Version

01

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- Traditional KPI's – Zero LTI's or Employee RIDDOR's for calendar year (First large airport in UK to achieve this)
- Leadership team meeting – Pipe and slippers challenge!



A bit about me

Commonwealth Games to Double European Champion
82,000 people watching in the MCG



Double European Champion 35 – 39 YO & British Record



The World of Safety

4 Months after the Commonwealth Games

- September 2006, started as H&S Advisor
- Safety Advisor forever!
- Fastrack
- Feb 2010 'Take over!'
- August 2011 Luton Airport
- The role just grows and grows!
- From the worst to the best!



Trying to Change an Industry?

- Early aspirations
- How am I going to do this?
- What have I done!
- AOA H&S Forum
- European HSE Forum – Speaker & Chair
- Safety a bit Differently???



Did my Athletics Career Set Me Up For This?

- Attention to detail
- Look for positives in performance
- Self critical
- Drive to deliver and improve..... Under pressure!
- Ability to come back stronger when things not going to plan
- Communication (Coach, physio etc)
- Ability to break things down to add change in sections
- This has made me exceptionally competitive in my career!



Safety Practitioners

The 2 types of safety person – Safety 1 & Safety 2

- Focus on negative outcomes
- Use the law to get change
- Threaten court outcomes
- Tells people how to do job
- Police/enforcer approach
- People are the problem
- Human behaviour obsessed
- Reactive
- Always looking to blame somebody
- Hides behind process & procedure

‘Breeds guarded and negative culture’

The ‘traditional safety person’ – Over 90% of the industry does it like this!

- People are the solution
- Focus on positive outcomes
- Have positive outcome KPI’s
- Gives personal ownership
- Full engagement with front line
- Should enable not constrain
- Investigate things that have gone right!
- Praise/recognise good performance
- Work as imagined against work as done

‘Engages and involves all staff at all levels who can contribute and use natural risk management skills’

Although still a minority in years to come this will role reverse with Safety 1 only approach



Is Safety 1 all bad?

- In short, No
- Many elements of Safety 1 are required but the focus of all needs to change
- SMS
- RA's
- SSOW
- Training etc etc



Recruitment

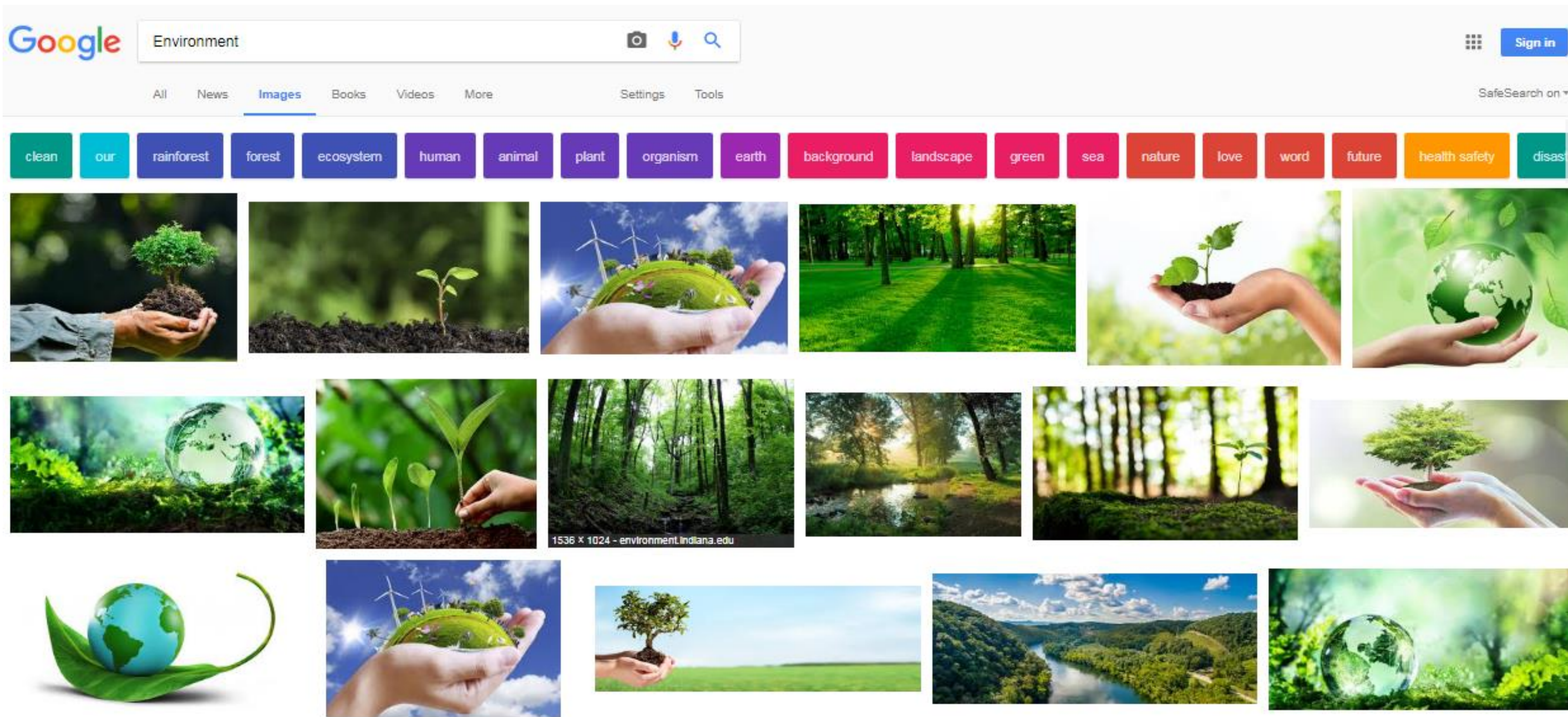
What do I look for?

Most important things

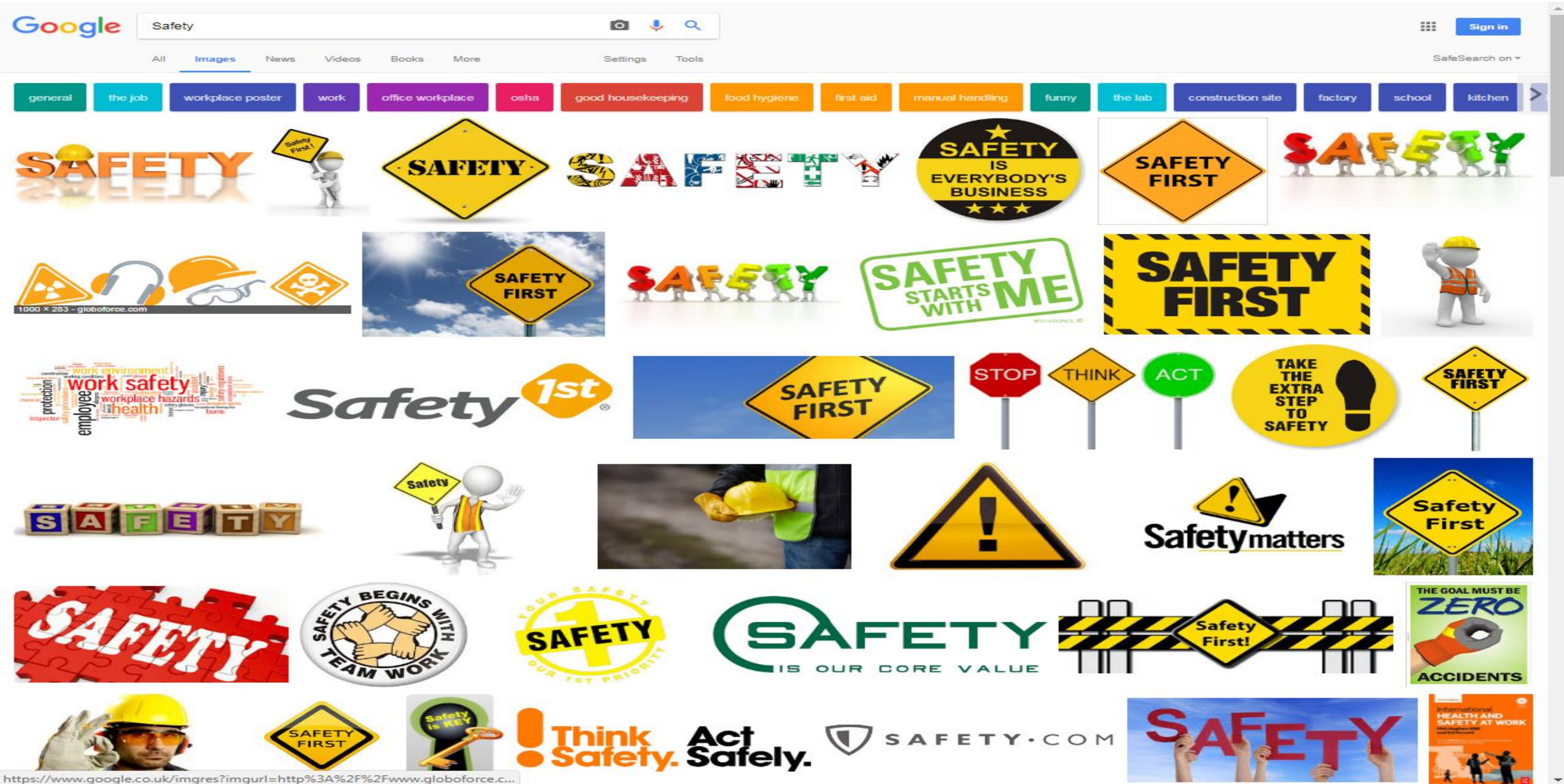
- Natural communicator
- Facilitator skills – enables work and doesn't constrain
- Empowers people
- Coach, develop & mentor skills
- Fit into the team
- Thought processes – How are they wired?
- Achievements
- Their approach to safety
- What should safety look like? What is utopia?
- Strategic thinker, plans work and doesn't knee jerk decisions – Thinks 'out of the box'
- Somebody I think I can point in the right direction and trust them to deliver
- Promotes the positives!



Environment?



Safety?



<https://www.google.co.uk/imgres?imgurl=http%3A%2F%2Fwww.globoforce.c...>



Focuses

- Harm
- Fatalities
- Hazards
- Accidents
- Dangers
- Violations
- Prohibitions
- Checklists
- Injuries
- Error
- Reminders
- Controls
- Risks

- Standards
- Loss of situational awareness
- Lost time
- Compliance

The list goes on and on



What is Safety?

Safety is not about the
absence accidents,

It's the presence of trust, ownership, engagement and
positives



People Are The Solution

Natural Skills

- Natural risk management skills – Life skills
- Able to use them? Does the system allow it?
- How can we embrace them?



Steps toward appreciative safety

- Examine normal work

- Examine work as it is actually and currently conducted

- Describe work from the point of view of those who are performing the work

- View variation as a potential source of insight, rather than something to detect and correct

- Collaborate with workers to improve work environments and practices

Appreciative Investigations

- Take 10 – 20 minutes
- Identify what is needed to undertake task safely and efficiently
- Identifies absolute imperatives for the role to be conducted (tools, manning, equipment etc etc)
- Enables the employees who do the role to suggest improvements and deviations from the norm
- This will ultimately lead to safer working and even operational efficiencies!



What If We Don't?

- Is it progressive to wait for the negative?
- What culture does it breed when Safety presence is only after negative outcomes?
- Do we only want to learn when something bad happens?
- Traditional approach to safety generally adds more bureaucracy after accidents and incidents (more processes, rules and procedures!)
- Safety is too bureaucratic as it is
- What if you could use your own natural risk management skills?



H&S – The Future

- The people within the industry need to change – Try something different
- Source new training providers – Do the same as everybody else and you'll get the same results!
- Mission Excellence, Art of Work & Hostage Negotiators!
- It will take 5 to 10 years but the positive approach will change to being the majority
- Be positive! Get H&S viewed as positive and not the 'doom and gloom brigade'



Summary

- Nowhere near done at zero as it will not last forever
- Develop the skills of your safety team
- Try something different
- Look at the positives
- Bring other industries along with us
- Change the perception of safety



Any Questions?

