



SAFETY PERFORMANCE DEVELOPMENT PROGRAMME FOR MARSHALL AEROSPACE AND DEFENCE GROUP

Baines Simmons was invited to support Marshall Aerospace and Defence Group (Marshall ADG) in understanding the Safety Culture in their organisation. Following on from a comprehensive and robust assessment of the Safety Culture and its key enablers (Leadership, Competence, Capability and Assurance), we supported Marshall ADG in developing and delivering an organisation-wide Safety Culture Development Programme, designed to integrate and enhance the management of safety across a wide range of disciplines and specialisations. The programme has delivered a step-change in safety performance.

CLIENT PROFILE

Marshall ADG is a complex and multi-faceted organisation with both military and civil approvals from Design through to Manufacturing, Maintenance and Operations, not to mention an airfield with air traffic control (ATC). With over 2000 employees across the UK, it also manufactures advanced composites and equipment for land and maritime environments.

THE CHALLENGE

Following a number of near-misses and recent organisational changes, there was concern that the Safety Culture across Marshall ADG was not mature enough to support the organisation's objectives and protect it as it developed its business for the future. The Executive team were conscious of the impact a safety issue could have on the people within the business, its reputation and future success.



With a need to understand just what the Safety Culture was like across the Group, and particularly what was influencing it, Marshall ADG asked us for external support to investigate its concerns and clearly understand the safety culture.

THE SOLUTION

- Baines Simmons conducted a bespoke Safety Culture Diagnostic (SCD) to evaluate the current status of the culture, and the effectiveness of the cultural enablers. This included a company wide survey to provide an initial picture, followed up by interviews, focus groups and on-site observations. The results of the diagnostic gave a clear picture as to the status of safety at Marshall ADG, supported by clear recommendations that the organisation could implement to improve their safety performance.
- The outputs of the Diagnostic were fully accepted by the Executive team at Marshall ADG, and they embraced the recommendation in full. Baines Simmons were subsequently asked to support the development of their Safety Culture Development Programme – 'Safety Matters'
- Split into four phases, Understand, Build, Power Up, and Perform, the structured programme ensured the organisation put in place the foundations for change before engaging their workforce and driving a step-change in behaviours.
- Understand Phase – Coaching the Leaders and setting the Vision, Mission and Strategy for Safety. A clear picture of the business approach to safety, and what good would look like across the Group was established, and a costed, resourced plan to deliver it.

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Baines Simons really have become trusted partners to us here at MADG, working closely with us when we needed them, and always mindful of what we are trying to achieve.

Their expertise, honesty and integrity were vital to the success of our programme from the outset, as it caused us to honestly look at our business, and to challenge ourselves to improve.

Their support was, and continues to be highly valued by me and the rest of the Executive team, we could not have achieved what we have without their wise counsel and pragmatic approach. Our business is now safer and therefore more effective, and both our customers and regulators have considerable confidence in what we deliver.

Gillian Walton, Head of Safety



- Build Phase – Putting in place the foundations for successful change, updating policies, procedures, tools, and specialist skills to help the people within Marshall ADG to manage safety more consistently and effectively.
- Power Up Phase – Baines Simmons engaged with every single member of the organisation through workshops to help engender a change in culture, through understanding and discussing the knowledge, skills, attributes and behaviours needed to protect themselves, the business and their customers from harm.
- Perform Phase – embedding the changes, supporting and coaching key individuals and teams to ensure the intent of the 'Safety Matters' Vision and Strategy is delivered, demonstrating the Return on Investment and the increased level of protection.

THE OUTCOME

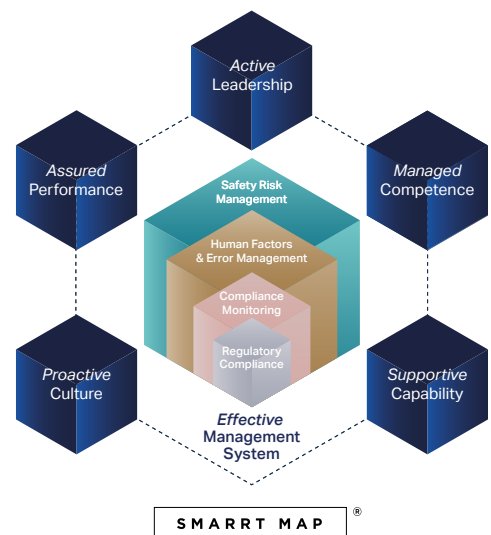
The shift in safety at Marshall ADG is palpable. As an organisation, safety is now at the heart of their business, and they are learning about and fixing issues in a significantly more consistent and coherent way across the Group. Based on our structured approach to understanding and enhancing safety performance, they have taken ownership and enhanced the way they protect their people and their business.

- All aspects of safety are integrated, generating a holistic picture of risk across the Business Units and Functions.
- Safety Reporting rates have increased by over 200%, with significantly more hazard reports submitted across the business.



- Effective investigations are being conducted to understand root cause and contributory factors, which are then trended and analysed to determine focal areas for management attention – the organisation is learning from the combined data it is collecting and now conducting proactive investigations.
- The level of trust within the organisation is increasing, and also with customers. Openness and honesty is valued and lessons are being shared willingly.

Three years on from our initial involvement, we were delighted to see that the organisation had been awarded industry accolades including RoSPA Order of Distinction in 2017 and RoSPA President's Award in 2016.



SUMMARY OF BAINES SIMMONS SERVICES UTILISED

Consulting and Training support

- + SMARTT® Safety Culture Diagnostic Tool and Methodology
- + Executive Leadership Development – Coaching workshops covering the Business Approach to Safety
- + Safety Vision and Strategy Development
- + Just Culture, Investigation, Safety Promotion, Risk Management and Assured Performance Development
- + Cultural Engagement and Development – Coaching workshops for all employees