

Health, Safety, Environmental Policy

Statement of Intent

NWGA is committed to achieving a culture of “Zero by Choice, not by Chance” and meeting and/or exceeding all SHE Targets as defined by both National Grid and Balfour Beatty PLC. We aim to provide a Health, Safety, Environmental and Quality Strategy which details a clear programme of Key Activities and measurable timescales for delivery, in conjunction with the contract KPIs within the Alliance Agreement.

NWGA believes that effective management of health and safety is sound business principle that makes a significant contribution to the Alliances profitability.

Introduction

This policy document gives an overview of how the NWGA aims to minimise injuries, ill health and the impact on the environment arising from our works, and continue to build performance year on year to establish NWGA as a proactive leader within the Pan-Alliance and Balfour Beatty Group.

SHE Responsibility

Responsibility for ensuring that the SHEQ policy is aligned with the Core Values and Culture of the business lies with the Alliance Management Team. It is the responsibility of **all** NWGA employees to ensure the policy is integrated, owned, managed and maintained, with management commitment to “lead from the top”.

The Regional HSE Advisor and HSE Support Officers ensure that processes, procedures and safe systems of work are in place and that these are regularly reviewed to ensure they evolve to reflect the changing work environment. Regular meetings with the Alliance Management Team ensure that effective monitoring, investigations and follow-up support takes place, and that cause and effect relationships are identified early and fed back into the process.

Commitment to Continual Improvement

Clear and challenging targets (defined in the Annual SHE Strategy and individual Personal Objectives) are agreed with all Alliance Members, and are reviewed monthly on a 1-2-1 basis, and weekly as a team. The targets are developed to drive a culture of continual improvement throughout the business, and require full buy-in and sign off from each individual. The SHE Strategy and reporting mechanism therein provides the performance measures and support by which progress is monitored.

Legislative compliance

NWGA will strive to challenge, monitor and improve its processes and procedures to ensure that the codes of practice of all relevant legislations are met and exceeded, and that the spirit in which the codes are intended become inherent in our culture. Pro-active compliance and driving performance improvements are integral to our philosophy of “Best Practice” and our aim to become a challenging benchmark for our peers.

Op Co Policies and Procedures

NWGA will, at all times, ensure its policies, procedures and systems of work support and, where possible, exceed compliance with all Op Co requirements. NWGA regularly and pro-actively examines, shares and integrates Industry Best Practice with both its Parent Company and within the Pan-Alliance Group. NWGA prides itself on being at the forefront of innovation, with a dedicated Innovation and Recycling Manager tasked with seeking out new and innovative systems of work, machinery and methodology, with a primary focus on Health and Safety improvements.

Incident & Accident Investigation

NWGA pro-actively complies with rigorous standards for Incident and Accident investigation as laid down by both BBUL and National Grid (BBUL: PR-06-152, NG:NGUK/PM/INV1 and NG:T/PR/INV/3G part C).

By defining clear emblems of success (vision, goals, recognition, benchmarking) and by detailing contract taboos (complacency, numbers-driven, confusing priorities) the Safety Culture within NWGA is truly felt and not merely an intellectual exercise. This has developed an open and honest dialogue with staff and sub contractors at all levels. Incident and Accident Investigation findings therefore are clear, truthful and concise, allowing valuable lessons to be learned and shared, and recommendations for improvements to be developed with input from those “nearest the coal face”, without fear of negative sanctions.

Auditing Protocol

NWGA have implemented and fully support the use of I Audit and Tr@ction reporting, additionally NWGA also report into National Grid’s COMPASS System. In both instances NWGA are committed to the timely closure of non conformances and ensuring that detailed trend analysis is utilised to drive continual improvement.

Employee Consultation

Recognising the importance of employee involvement, investment and sign-on to the Core Values of the company, NWGA have implemented a number of Employee Communication media to ensure all ideas, issues and communiqués are delivered and shared in an appropriate place, time and format for the audience.

Monthly Team Talks, Quarterly SHE Sub Contractor forums, Monthly Newsletters and Monthly Employee Communications Forums give all parties opportunity to discuss ideas and issues, and for management to evaluate and respond. This open discussion has created an overall feeling of “investment” in corporate goals and initiatives.

For issues of a more urgent nature a system of Safety Alert Bulletins, Information Bulletins and Environmental Awareness Bulletins are in place to ensure all employees receive the most up to date information in a timely manner to pre-empt and avert any possible incident.

Hazard Identification

NWGA have implemented a Hazard Card process which enables all employees to quickly and easily identify and report potential hazards in the workplace which underpins our performance against the Key Safety KPI Triangle.

In addition to pre-start on site Risk Assessments carried out by the teams and CEs, we also issue a detailed Customer Information Letter to all Customers affected by our works to give advance warning of disruption and to pro-actively identify any special needs they may have before work commences.

NWGA Targets and Objectives

NWGA work to a challenging set of KPIs for year 05/06 with regards to Health and Safety:

- Frequency rate of LTI Incidents to improve from 0.22 per 100,000 hours worked
- Frequency rate of Utility Strikes to improve from 0.3 per km abandoned
- 100% Adherence to Environmental Plan
- 100% compliance with Project pack validation within D15 of street closure
- 100% Adherence to SHE plan

All NWGA employees agree Annual Objectives (including targets) which are reflective of the contract KPI's and which are aligned with the Core Values of each Operating Company. The objectives are specific and measurable, and are reviewed at monthly one to one meetings with their line manager to review progress.

Any training and development needs arising from the discussions are addressed in support of our Personal Development Plan and continuous improvement methodology, which not only gives the employees the knowledge that they are "invested in" through personal contact and development, but also increases the "knowledge capital" of the business as a whole.

Sub Contractor Performance

All NWGA sub-contractors are expected and encouraged to strive for the same level of excellence in all areas of the Mission Statement as direct employees. As part of this we provide them with training, support (administration and management), and buying power (through BBUL).

Innovation

The NWGA is fully committed to reducing the risks to health and safety and the environment through innovation.

The NWGA has recruited an Innovation officer to look at all aspects of the Alliances tasks and to reduce any harm caused by Alliance activities.

NWGA are committed to ensuring the continued success of the Gas Alliance and BBUL through this policy

Neil Johnson
Alliance Manager, NWGA