



**STRATEGIC PLAN  
2010 – 2015**

## INTRODUCTION

The Electricity Industry launched its SAFELEC 2010 programme back in the year 2000 aiming to achieve a marked reduction, in the number of days lost due to work-related injury and ill-health in line with Government targets. The final report was issued July 2010 and is available from the ENA website ([www.energynetworks.org](http://www.energynetworks.org)).

The final figures indicate that as an industry we appear to be managing safety risks adequately (the industry is over 5 times safer since privatisation notwithstanding a number of fatalities that have tragically occurred over the past few years). The safety improvements to date have been achieved largely through engineering and organisational controls. Further improvements will primarily be delivered via a focus on human factors i.e. influencing behaviour by addressing issues such as competence (skills/training/knowledge) and supervision.

The SAFELEC 2010 results indicate that reducing work-related ill-health will remain a major challenge for the industry over the next 5 years and a focus on occupational health issues will be a high priority throughout the new strategy.

A further important factor that has helped to shape Powering Improvement is the HSE strategy “The Health and Safety of Great Britain: Be part of the solution” which we as an industry fully support. Powering Improvement will contribute to the delivery of the HSE strategy.



## CHALLENGE

Results indicate that reducing ill-health will remain a major challenge for the industry.

## OUR VALUES

All the partner organisations supporting Powering Improvement, i.e. ENA member companies, AEP member companies, trade unions and HSE share a common set of values that support the agreed vision that the UK electricity industry will be a world leader in health and safety performance by 2015:

- > All workers on our sector have the right to go to work each day and not be injured or made ill by their work.
- > We are committed to sharing best practice regarding the management of health and safety risks. This includes sharing lessons learned when things go wrong.
- > We are fully committed to addressing occupational health issues as well as safety ones.
- > Management will work closely with workers' representatives to ensure that all health and safety risks are adequately addressed.
- > Everyone in our industry from senior management to operational staff has a responsibility to look after their own – and their colleagues' – health and safety.



## VISION

The UK Electricity Industry will be a world leader in health and safety performance by 2015.

## STRATEGY

ENA and AEP member companies and trade unions commit, with the support of HSE, to build on our partnership approach to bring about continuous improvements in the management of safety and occupational health in the electricity sector in the 5 years leading up to 2015. We will do this by supporting the priorities in the HSE strategy, in particular the themes of leadership, worker involvement and improving competence, and to proactively managing the risks that cause real harm and suffering.

The strategy covers the electricity generation, transmission and distribution sectors.

Success will be achieved by actively supporting the HSE strategy for health and safety in Britain and building on the successes and lessons learned from the 10 year SAFELEC 2010 initiative.

Progress will be monitored via a range of leading and lagging indicators.

The strategy will be supported by annual delivery plans and an annual report will be produced charting progress. Work will evolve over the 5 year period taking into account new information and experience gained in delivering the early objectives.

## OVER-ARCHING 5 YEAR THEMES

In line with HSE's strategy The Health and Safety of Great Britain: Be part of the solution, three over-arching themes will run throughout the lifespan of Powering Improvement: leadership, improving competence and worker involvement.

### THEME 1: LEADERSHIP

#### Throughout the 5 year strategy

Management will be visible through regular visits to sites. Such visits will be designed to be informal and encourage two-way communication rather than be an audit;

- > Managers will seek to develop an understanding of the realities of a particular task i.e. any potential conflict between health and safety and operational considerations;
- > Managers will be actively involved in investigations of accidents and incidences of ill health;
- > There will be clear communication at all levels regarding management commitment to health and safety;
- > The roles and responsibilities of senior management will be clearly defined with regard to health and safety;
- > Health and safety considerations will be integrated into all management decisions;
- > Managers will foster an effective health and safety culture which encourages open reporting of near misses in addition to accidents and incidents.

### THEME 2: IMPROVING COMPETENCE

#### Throughout the 5 year strategy

- > The partner organisations will work together to ensure all workers are fully competent to carry out their work safely;

- > We will ensure that appropriate competence levels are maintained throughout our sector and at each level of the workforce;
- > We will ensure that every director, manager and worker is competent to recognise the risks in operational activities and then apply the right measures (i.e. sensible, reasonable and proportionate) to control and manage those risks;
- > In addition to health and safety training, managers will be trained in softer communication skills such as how to engage effectively with staff.

### THEME 3: WORKER INVOLVEMENT

#### Throughout the 5 year strategy

- > We recognise that worker involvement is fundamental to good health and safety performance and therefore to good business;
- > We will build on the strong tradition in our sector of a partnership approach to health and safety by continuing to work together at a strategic level via National HESAC and at a company level via joint H&S committees;
- > The participation of workers' representatives in specific work areas such as the ENA Occupational Health Committee will continue to be encouraged;
- > We will encourage joint training for managers and health and safety representatives to work together and establish a shared perspective on tackling health and safety and complement the training they already receive separately. In support of this, ENA will develop industry guidance;
- > Combined involvement of management and health and safety representatives in inspections, investigations and risk assessments will continue to be encouraged.

## ANNUAL FOCUS AREAS

To maintain momentum each year the strategy will focus on a specific theme which has been identified as a priority area for our sector. Each theme will be led by a senior industry champion.

- > 2010 Leadership
- > 2011 Occupational health/wellbeing
- > 2012 Asset management/ maintenance
- > 2013 Behavioural safety/personal responsibility
- > 2014 Beyond 2015 – Next steps

A delivery plan will be agreed for each of the annual themes and progress will be reported in the annual Powering Improvement Progress Report.



### ANNUAL FOCUS AREAS 2010 LEADERSHIP

#### Delivery plan:

- > AEP and ENA CEOs will act as champions to raise the profile of Powering Improvement at meetings and events they attend;
- > Senior management at ENA and AEP companies will formally commit to the aims of the strategy;
- > ENA and AEP Boards will formally support the strategy;
- > HSE senior management will formally indicate support;
- > Senior trade union representatives will formally support the strategy;
- > ENA SHE Committee will develop industry guidance on leadership.

### ANNUAL FOCUS AREAS 2011 OCCUPATIONAL HEALTH AND WELLBEING

Overall objective: to raise the profile of the importance of managing occupational health risks and wellbeing issues within our industry. This will be achieved by focussing on the 3 over-arching themes of leadership, competence and worker involvement from an occupational health perspective.

A detailed delivery plan will be issued autumn 2010.



**ANNUAL FOCUS  
AREAS 2012  
ASSET  
MANAGEMENT/  
MAINTENANCE**

Overall objective: to ensure that the maintenance and asset management procedures in our industry continue to be fit for purpose with the aim of preventing harm to both workers and the public at large due to failures of plant and/or equipment.

The activities under this theme will build on and complement the European Agency's campaign on Safe Maintenance.

A delivery plan will be developed by autumn 2011.

**ANNUAL FOCUS  
AREAS 2013  
BEHAVIOURAL  
SAFETY/PERSONAL  
RESPONSIBILITY**

Overall objective: to ensure that all workers within our sector assume responsibility for their own and their colleagues' safety by acting on their training, always following instructions and challenging others when they see safety rules being flouted.

A delivery plan will be developed by autumn 2012.

**ANNUAL FOCUS  
AREAS 2014  
NEXT STEPS**

Overall objective: review the progress and lessons learned from Powering Improvement in order to set health and safety priorities for the sector for the years 2015 – 2020.



## **PARTNERS**

Energy Networks Association (ENA) is the industry body for the UK electricity transmission and distribution companies.

Association of Electricity Producers (AEP) is the trade association for the UK electricity generation companies.

## **TRADE UNIONS:**

GMB  
Prospect  
Unison  
Unite

## **GOVERNANCE**

Powering Improvement is managed and directed by National Health and Safety Advisory Committee (HESAC) (comprising representatives from AEP and ENA member companies, the industry trade unions (GMB, Prospect, Unison and Unite) and HSE.

Executive decisions on behalf of ENA member companies rest with the ENA SHE Committee and ultimately the ENA Board.

Executive decisions on behalf of AEP companies rest with the AEP Health and Safety Forum and ultimately the AEP Board.

