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Introduction	02
Part 1 – Human and organisational factors in the electricity industry	03
High level principles	06
Part 2 – Case studies	10

INTRODUCTION

This is a special edition of the SHE Review in support of the Powering Improvement theme of 'Human and Organisational Factors: Behavioural Safety and Personal Responsibility'. This focussed on the actions of individuals and how they work within companies, looking at the behaviours, competency and ability of the workforce at all levels, and improving the management approach to these issues.

The aim was to ensure that by the end of the year that workers in the electricity industry (from senior managers to front line employees) were more aware of how their behaviour could impact on the health and safety performance of their company. By doing so companies and trade unions worked together to ensure that employees are comfortable and supported in challenging unsafe acts and conditions.

This was achieved by looking at current and past techniques used by companies to address these issues and there has been a real openness in sharing experiences of company behavioural safety initiatives. There is also an ongoing need to apply those practices that proved to be most effective and to adopt best practice principles when developing behavioural safety programmes.

This SHE Review outlines the high level principles to be considered before introducing such an initiative followed by a wide variety of case studies from Energy Networks Association (ENA) and Energy UK companies. A complete set of all the case studies is available under the 2013 Case Studies section of the Powering Improvement website and an extended version of this review is similarly available in the Behavioural Safety section.

Throughout the document HSE's definition of Human Factors is used: "the environmental, organisational and job factors, and human and individual characteristics, which influence behaviour at work in a way which can affect health and safety". This definition includes three interrelated aspects that must be considered: the job, the individual and the organisation. "Behavioural safety" is used as shorthand for the wide range of initiatives and programmes designed to influence worker's motivation and ability to make decisions and act in way that ensures safety.

Mike Leppard SHE Adviser

Energy Networks Association

PART 1 HUMAN AND ORGANISATIONAL FACTORS IN THE ELECTRICITY INDUSTRY

BACKGROUND

The Health & Safety Laboratory (HSL) was commissioned in 2009 to carry out independent research to gain a greater understanding of the underlying behavioural and safety culture within the electricity networks sector. A number of targeted areas were identified as being particularly relevant:

> Roles and responsibilities

The need for everyone to understand their responsibilities, which must be clearly defined and communicated.

> Competence and training

Both operational and refresher training, and to ensure staff do not work beyond their competency.

> Procedures

Encourage ownership, communicate the value of safety over performance and remove any production incentives could encourage people to violate safety procedures.

> Resources

Ensure that staff are equipped with the necessary resources to carry out their work safely.

> Senior management

Site visits should be designed to be informal and enable two-way communication with staff.

> Technical health and safety communication

The need for organisational learning rather than apportioning individual blame, and support to stop work on safety grounds.

> Contractors

Set the same standards for contractors and employees.

This research, combined with knowledge of regulatory and expert guidance in this field, helps build an understanding of safety culture and its benefits to organisations. This can potentially lead to reduced levels of injuries and costs through cultural change. The report was also a major contributor to the development of the Powering Improvement Strategy.

HSL defines Safety Culture as part of the journey towards improving organisational reliability. Safety management systems determine whether an organisation's processes, standards and systems are adequately designed and implemented, and help identify and prioritise any improvements needed. The development of behavioural safety programmes to address unsafe behaviours can then be introduced once this organisational readiness has been determined leading to a safety culture. which is defined as "the product of individual and group values, attitudes, perceptions, competencies, and patterns of behaviour that determine commitment to, and the style and proficiency of, an organisation's health and safety management" (HSC, 1993). Our attitudes, or our culture, become "the way things are done around here" and in turn influence all of our behaviours. These behaviours then influence the impact and effectiveness of the existing risk controls, thereby influencing overall health and safety performance.

THEORY

An understanding of the theory behind behaviours is first necessary to help us plan how and where improvements can be made.

Human errors and violations can be broadly divided into skill based errors, mistakes and violations. The actions needed to prevent further failings will depend on which type of error and violation is involved. Apportioning blame on individuals is counter-productive and runs the risk of alienating the workforce and undermining the safety culture, which is crucial to creating and maintaining a safer working environment. So we need to understand why errors are made to help determine the best methods of avoiding or correcting them.

Information is available from Health and Safety Executive guidance including HSG48 'Reducing Error Influencing Behaviour' and INDG468 'Investigating Workplace Accidents and Incidents'.

Skill-based errors

Skill based errors such as slips and lapses are usually associated with familiar tasks. The error occurs if attention is diverted

Slips

Slips are generally simple, frequently performed physical actions that go wrong.

Lapses

These appear as short-term memory lapses where an individual forgets to perform a required action, when an action is performed out of sequence, or a step in a sequence is missed.

Mistakes

Mistakes can be divided into two areas. Rule Based and Knowledge Based, and are normally decision making failures or errors of judgement leading to the wrong course of action being taken.

Rule-based mistakes

These happen when a person has a set of rules for certain situations, but applies the wrong rule.

Knowledge-based mistakes

These happen when a person is faced with an unfamiliar situation for which he or she has no rules, uses his or her knowledge and works from first principles, but comes to a wrong conclusion.

Violation (rule breaking)

A deliberate failure to follow the rules when an individual knows it's the wrong thing to do, cutting corners to save time or effort, or due to the pressure of production targets.

There are three types of violation – Routine, Situational and Exceptional:

Routine

In this situation non-compliance becomes the norm and there is a general consensus that the rule no longer applies.

Situational

Non-compliance is dictated by situational pressures such as time constraints, workload or unsuitable tools and equipment.

Exceptional

These events happen when something has already gone wrong and a calculated risk is taken in breaking the rules.

If human failings are identified as a cause of an adverse event, we then need to consider the following factors that can influence human behaviour to help find a solution to address them.

Job factors divided attention or distractions are present; inadequate or overly complex procedures; insufficient time available.

Human factors

Physical ability; competence (knowledge, skill and experience); fatigue, stress and morale.

Organisational factors

Work pressures; availability of sufficient resources; quality of supervision; peer pressure; the pervading safety culture.

Plant and equipment factors

Clear and simple to read controls; correct equipment design; workplace ergonomics.

AIMS

An understanding of behaviour helps determine whether there are issues to address in the business and the format of the programme or intervention that can be introduced to tackle them. Behavioural Safety Programmes will lead the business further down the Bradley Curve from Basic Legal Compliance, to Self Direction and then to effective Behavioural Safety. This will also show how far up the 'Cultural Ladder' the organisation is, with the aim to be to move from a Reactive to Calculative to Proactive and ultimately Generative level of trust and accountability.

This requires an integrated approach to occupational health and safety management, which incorporates and links together organisational controls and management behaviour. The company will also need to establish a clear commitment to employee wellbeing, set expectations for all staff and be clear on the business case (safety versus competition drivers). Management will then need to set out

clear roles for managers and staff and, in highlighting that safety and organisational change affects everyone, identify routes to both involving people and developing positive working relationships across the whole organisation. This provides the platform for cooperation between management and employees.

Behavioural safety programmes should exist to challenge and improve the behaviour of employees and managers alike. This should lead to a culture of constructive challenge, the identification of dangerous situations and the systems of work and solutions that are needed to address these. Managers are encouraged to learn to lead, but ultimately the focus should be on achieving improvements in safety performance through the engagement, involvement and actions of all staff and contractors. There will also be opportunities for these behaviours to be applied in wider contexts, including engagement with customers and the general public.

Companies need to work with all staff to understand the barriers to success and prioritise areas within the business that can be improved. There is a need to Discuss, Debate, Decide and Do in order to deliver what has been planned, and then monitor the progress that has been made. As the culture is developed and embedded within the organisation then eventually it will become business as usual.

An increase in reporting levels through a more open culture and a reduction in the number of accidents and incidents reported should result. Within this reporting framework there is a need within the industry to move to a 'Fair Blame' and not a 'No Blame' culture.

However, companies will need to remember that behaviour change takes time. Nevertheless organisations need to demonstrate an investment in people as their most valuable resource. Companies need to have realistic expectations when introducing a behavioural programme and be mindful of the impact and lifetime of significant organisational changes. Feedback and discussion on progress can be elicited via focus groups and surveys, but companies must be prepared to absorb both negative and positive responses. As a tool behavioural safety has a huge potential to deliver improvements to overall safety performance but it requires both a long term commitment and a willingness to constantly review and revise any initiative that is introduced.

HIGH LEVEL PRINCIPLES

INTRODUCTION

There has been a large uptake of "behavioural safety" approaches over the past decade in a wide range of industries including the electricity sector. There is a wide range of behavioural safety programmes available but they generally involve the definition of safe/unsafe behaviours, observations of behaviours by trained observers and feedback/reinforcement of behaviours.

It is recognised that management and organisational factors have a large influence on accidents and incidents, either directly or through their impact on the behaviours of employees. Good behavioural safety programmes get to the heart of underlying influences and change these.

POTENTIAL BENEFITS OF SUCH PROGRAMMES:

- Management demonstrate their commitment to improving safety.
- > The workforce and management are actively talking to each other about safety issues.
- > There is an increased profile of health and safety within the company.
- > There is an increased visibility of management in the workplace.

- It potentially leads to improved employee engagement in safety.
- Managers and supervisors learn to react promptly to unsafe acts (and have a legitimate mechanism for doing so).
- Managers and supervisors potentially improve their safety leadership.

POTENTIAL PITFALLS

In justifying behavioural interventions, it is often claimed that 70-80% of incidents are caused by 'human error'. However, managers often see the 'human' in human error as referring to front line personnel. Behavioural safety interventions need to go beyond the behaviours of front line staff.

A focus on individual operators ignores latent conditions that underlie incidents and implies that incidents can be prevented simply by operators "taking more care". However, this is not a strategy which can be effective in dealing with hazards about which workers have no knowledge and which can only be identified and controlled by management.

It is important to consider exactly which aspects of "health and safety" a behavioural intervention may be able to influence.

Behavioural safety interventions can sometimes be introduced in isolation from other safety initiatives.

Many supporters of behavioural safety programmes state that large improvements in safety have been made in the past decade or so in engineering and safety management systems and that new approaches are required to encourage further improvement. Although large advances have been made in these

areas, major accidents are still occurring due to failures in these aspects. It is therefore not appropriate to conclude that we have 'solved' engineering causes of accidents, nor to assume that no further focus on management systems is required. The Step Change initiative in the offshore oil and gas industry acknowledges that: 'addressing behaviours must not be seen as an alternative to ensuring that adequate engineering design and effective safety management systems are in place' (Step Change, 2000, p.5).

There is a danger that behavioural programmes may draw resources and attention away from other health and safety issues. Behavioural interventions should be seen as an integrated part of a robust health and safety management system.

Organisations embarking on behavioural programmes should retain a balanced approach and consider whether a behavioural intervention is right for their company at any particular time.

BEFORE INTRODUCING A BEHAVIOURAL SAFETY PROGRAMME

Cultural or behavioural interventions will only be successful if engineering, technical and management systems are in place and working well. Therefore, before a behavioural safety programme is introduced, companies need to ensure that they have satisfied the following conditions:

- All hazards have been identified.
- Human performance issues have been identified and managed (particularly in relation to safety critical roles and activities).

- The "hierarchy of control" has been applied to prevent the realisation of identified hazards, or minimise their consequences should they occur.
- The site has the required engineering, operating and maintenance capability and experience (including appropriate staffing levels).
- Accurate operating procedures are available for all eventualities, including process upsets and emergencies.
- > Operators are fully prepared to deal with all conditions. This will include identification of training needs, training, assessment, rehearsal and re-assessment. This training should not just provide the minimum knowledge required to operate the plant. This will help to manage 'residual risk' arising from hazards that were not identified or effectively addressed.
- Lessons have been learnt from site, company and industry experience.
- Succession planning ensures that corporate knowledge is retained.
- Safety management arrangements and risk control measures have been reviewed to ensure that they remain usable and relevant.

TIMING

Timing is important. Once technical and systems issues have been addressed, the company needs to ask whether a behavioural approach is the right approach at this time. Only when the technical and systems issues have been successfully addressed can it be assumed that accidents are due to cultural or behavioural factors. In order for a behavioural intervention to prosper, there are several aspects that must be considered, including that:

- > There exists an appropriate balance between production and safety.
- There is visible and real management to health and safety.
- > There is management commitment and the resources to see it through.
- > There is a high level of trust between management and employees.

KEY PRINCIPLES

- Management and organisational factors have a large influence on accidents and incidents, either directly or through their impact on the behaviours of employees.
- > The minimum requirement for changing behaviour is that the target audience has the capability (they are able to change behaviour), they are motivated (want it to happen), and there is the opportunity for behaviour change to occur (that it can happen).
- Behavioural safety interventions need to go beyond the behaviours of front line staff

The Health and Safety Laboratory "Make it Happen" Model for Behaviour Change



The model explains the influences on risk taking behaviour:



- It is important to consider exactly which aspects of "health and safety" a behavioural intervention may be able to influence.
- > Behavioural safety interventions should not be employed in isolation.
- > There needs to be a management commitment and the resources to see such a programme or intervention through.

- > There needs to be a high level of trust between management and employees.
- Such a programme is not a one-off exercise, but a new way of working that must be maintained for any positive results to be sustained.
- Not all interventions are completely successful in their main aim. High expectations may lead to later disillusionment.

- Be clear about what you want to achieve and how you will know that you have achieved it.
- Pilot the intervention (e.g. to ensure that the approach is workable, that the facilitators/ observers understand what's required and that the appropriate data is being recorded).
- Behavioural interventions are only one aspect of 'human factors'.
- Behavioural safety programmes are only one tool in the safety practitioners toolbox.
- > Know the limits of such interventions and prepare the ground beforehand.
- Talk to other similar companies/trade associations about their interventions and experiences.
- Listen to your employees and use the process to improve dialogue – involve employees early in the choice of programme. Engaging with the workforce is vital.
- Make the language, style etc. of the programme your own (off-the-shelf packages may not be appropriate for your needs).
- Use strong on-site facilitators the success of such interventions is greatly helped by personable, experienced and respected site personnel as facilitators.
- Ensure that the focus is on the root causes of behaviours.
- On major hazard sites, don't neglect process safety; (beware 'what gets measured gets done').
- Share knowledge with peers.

- > Learn from past incidents.
- Managers at all levels need to demonstrate good leadership.

PART 2 CASE STUDIES

The following examples outline the key principles that have been employed by a number of companies which have introduced behavioural safety initiatives. A complete set of all the case studies is available on the Powering Improvement web site at: www.poweringimprovement. org/case-studies/behavioural-safety-and-personal-responsibility-case-studies



DOOSAN BABCOCK - HUMAN PERFORMANCE

Performance has always been at the top of the agenda at Doosan Babcock for efficient productivity within their industry. This case study will illustrate when and where Doosan started to focus on Human Performance within their training initiatives.

In 2009 a Senior Management steering group considered a statement that read:

"We still have events that have an adverse impact on our business and our people"

This statement empowered the business to explore ideas that could be incorporated into the company way of working that would benefit not only health and safety and performance but across all that they do. In doing so Doosan looked at the work already achieved by the EDF Programme. From the knowledge and experience gained from that programme Doosan devised their own specific 'Human Performance' programme branded focus2Zero - 'An Error Prevention Journey'. This was initially launched in 2010 and supports the Powering Improvement theme of Human and Organisational Factors: Behavioural Safety and Personal Responsibility. It is aimed at focussing on human performance and standards and expectations, with the focus on error prevention and working towards excellence in business delivery.

The theme by Doosan highlighted areas of improvement that could be made by recognising human tendencies and weaknesses. Through this they were able to identify the principles of Human Performance:

- > Humans are fallible.
- > Error is predictable.
- > Organisation influences behaviour.
- > Behaviours are reinforced.
- Events are avoidable.

To tackle some of these issues, their approach aimed to engender a preventative and effective approach to Error Prevention through the use of their Error Prevention Tools.

Doosan approached a number of external organisations that specialised in specific programme training to aid them with their training courses, such as:

- The Keil Centre limited company of Chartered Psychologists and Registered Ergonomists.
- > eOrigen A market leader in eLearning.
- tdr A professional training and development company.

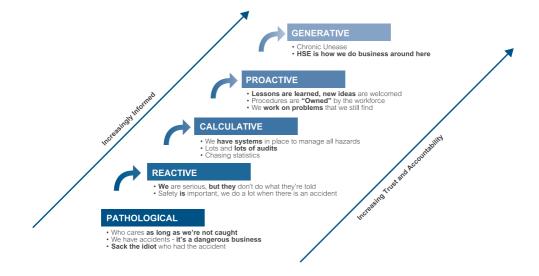
Some of the training that was provided to employees (including senior management) was undertaken in a specific manner to suit the 'focus2Zero' journey. It is implemented through training staff in the principles of human behaviour and error/violation theory. It is therefore important to first devote sufficient resources to foundation training for all staff and leadership training for managers; this provides the environment for all staff to develop an understanding of active and latent error, error traps and the prevention tools that can be implemented to help mitigate such risks.

One of the key concepts conveyed during training is helping employees to learn the concept of 'Error Traps' and understand how they can be avoided in work scenarios.

'Error Traps' is a phrase Doosan Babcock developed to describe anything that allows an error to become more prevalent or likely to occur, through either intentional or unintentional behaviour. Once training had taken place for all employees the message of 'Human Performance' and 'Error Prevention' was then reiterated through the use of inspirational posters, these are now displayed across many Doosan sites and used to aid motivation amongst employees. Doosan also produced a handbook that could be given to employees on error prevention to help remind them of their training and what is expected from them at work. The handbook also included famous quotes from inspirational figures of the past, again to keep the programme entertaining and relatable. There are also Human Performance Leadership tours for senior management and a recently developed

online system that allows Steering Groups to refine the programme and target support, promotion and effort. It also allows business areas to analyse their own application with the need to be clear on standards and expectations.

Change in auditing and recording also improved through this initiative with the use of 'Critical Task Analysis'. Doosan undertakes this activity where, if a failure were to occur, the outcome (severity) could very easily result in a very significant injury. A supervised audit would take place and Take5 workforce assessments are carried out prior to commencement of a task.



2013/2014

To take the programme forward Doosan Babcock now have targeted work streams that will further embed the Human Performance strategy. The next stage will be to establish the degree to which changed attitudes and behaviours have had a positive impact on the business and assess whether the desired results on overall safety performance have been achieved. This will show how far up the 'Cultural Ladder' the organisation is, with the aim to maintain the proactive approach that generates the correct level of trust and accountability.

SUMMARY

Through Doosan's Human Performance Programme they recognised that Human Error is predictable and preventable. Through their training they were able to raise awareness of Human Performance explaining why it was critical to the way they wanted to work in the future. Through this they train their employees to recognise common 'Error Traps' and how to recognise them in the workplace, by equipping their employees with Error Prevention Tools, they reinforce the message that Human Performance can be applied to all aspects of work.



The control of health and safety risk within Electricity North West Limited (ENW) is heavily reliant on the behaviour of workers undertaking operational activities. Primarily this risk control factor is due to the peripatetic and dynamic nature of much of the work undertaken within the business and the subsequent need for workers to continually make risk based decisions, interpret established rules and determine and apply appropriate controls.

Whilst many aspects of influencing behaviours have been considered in the development of the procedures and competence criteria utilised in ENW operations and are inherent in the HS&E management system, a specific programme looking at positively changing health and safety related behaviours was initiated in 2011 and which continues to run.

The programme is based on current research into improving safety cultures and in particular the "Affective Safety Management" ASM® concept developed by the International Institute of Risk and Safety Management and continued through the work of Dr Tim Marsh of Ryder Marsh Ltd. A key part of the programme is behavioural safety training delivered by Ryder Marsh with change being delivered by the ENW individuals and teams involved.

Programme

The programme originally involved the establishment of workforce project teams. selected from within business areas and made up of people identified as key safety "leaders" in that area. The teams then attended a four day training course covering behavioural theory, safety culture theory, behavioural analysis models, just culture, leading by example, challenging effectively, coaching, and behavioural observation and feedback. From the training the project team then applied the learning in the workplace by identifying and prioritising positive or negative behaviours that they or their colleagues demonstrate, identifying root causes and then initiating changes.

At the same time as the specific analysis and change activities were undertaken, the project team utilised their learning and development to observe, analyse and challenge everyday unsafe behaviours and in doing so develop the overall safety culture within their area.

Underpinning the workforce projects was the development of the wider corporate safety culture and in particular leadership briefings for board and senior teams, the development of a process for escalating, implementing and communicating change ideas, the development of a "just culture" and the delivery of the overall people and leadership change programme.

In November 2011 a review of the programme was undertaken with feedback from attendees and Ryder Marsh analysed. Feedback from delegates was very positive and the general consensus among those who attended was that the programme is very important, leading edge and could make a real difference to safety performance, but the training is too long which will prove a blocker to the wider roll-out of the programme and therefore its effectiveness.

It was also identified during the review that there is a very close link between the leadership and coaching elements of the behavioural safety programme and the wider Electricity North West leadership and development programme.

To maintain the momentum of the programme, and ensure its wider impact, it was decided to split the training into three modules, all of which would be linked into the wider Electricity North West leadership and development programme to ensure any potential synergies were realised.

Module 1: Understanding Culture

This is a one day course aimed at everyone in the company. It looks at the effects of culture and helps participants to step back and look at the culture of the organisation. The course introduces the concept of behavioural safety and how we can use this to improve the safety culture within the company.

Within this course we look at:

- > The Parker & Hudson model of safety culture.
- The Bradley Curve, with an emphasis on the importance of developing an Interdependent culture.
- > The just culture process and how it applies to Electricity North West.
- > To understand the just culture process we look at the human brain and its limitations.
- An introduction to behavioural observations.

The emphasis of the course is on creating and interdependent culture, where people are willing to challenge unsafe behaviours and importantly willing to be challenged to keep each other safe.

Module 2: Analysing Safety

- This one day course offers delegates the opportunity to gain practical skills to enable them to understand and analyse both culture and behaviour. This course will look at:
- > The ABC behavioural analysis model.
- > The Swiss Cheese Model.
- > Five Why's Analysis.

This course is aimed at Managers, Supervisors and those who would like to volunteer to continue on the program from the first course with an aim to becoming a safety leader within the business. Delegates who have attended this course will continue the formal analysis and correction of unsafe behaviours in workforce project teams.

Module 3: Coaching for Safety

This is a one and a half day course, which is aimed at developing the coaching skills of leaders within the business. The course will look at:

- > The principles of coaching.
- > The power of ownership.
- Providing feedback.
- Communication and questioning skills.

This course is aimed at those who have been through the first and second course and therefore builds on the techniques the participants have gained thus far. The half day section of the course is a mentored opportunity to put their skills in to action by conducting observations and providing feedback.

In 2012 over 700 employees attended the Module 1 training with the remaining 900 employees attending this in 2013–2015.

At the same time voluntary teams from across the business will attend the analysing safety module in 2013. These teams will then begin the work of analysing unsafe behaviours and implementing or proposing changes to reduce the frequency of these actions whilst increasing the frequency of safe acts.

The coaching for safety module is closely aligned to the leadership development programme and will give the opportunity to support that programme. The roll-out of this module to all managers, team leaders and supervisors will be linked to the wider management development programme and will be delivered in 2013-14.

Methods for measuring success of the programme, in terms of recording behavioural changes and positive interventions by employees, will also be developed and implemented in 2013.

Learning

In terms of what has worked well and what could be improved in terms of the programme, as mentioned above when the programme started, it quickly became apparent that four days training was too long for many delegates and would inhibit the ability of the organisation to expose all employees to the programme in a reasonable time. There were also the cost implications which were not sustainable.

By splitting the training into modules this has allowed far more people to attend training and begin to put the learning into practice.

Overall the fact that the training focuses on the individual, human behaviours, how individuals influence each other and the difference they can make, has resulted in the vast majority of delegates enjoying the training and coming away keen to put their learning into practice. Most delegates attend these events expecting to be "told" about health and safety, but actually go away having learned about people and empowered and motivated to change their own behaviours.

The major change that needs to be made, and which probably applies to all similar programmes, is the ability to measure success in terms of different behaviours. This does happen but it would be better to have real evidence to support the investment in the programme and to demonstrate actual risk reduction rather than just rely on a leap of faith.



Why Behavioural Safety was developed as the way forward for safety at Fiddler's Ferry

Statistical analysis of near hits and incidents at Fiddler's Ferry demonstrated that further improvements in safety excellence required a focus on the behavioural aspect safety.

It was found that the station had reached a point where the relevant systems were in place, but to further drive down the risk of incidents further initiatives had to be developed.

Working together under the Site initiative 'One Site One Team' a contractor partner suggested a link with the Knowledge Transfer Partnership (KTP) to address safety culture across the site. A behavioural safety KTP programme, in partnership with PJ Douglas Engineering and Manchester Metropolitan University, was developed to address behavioural aspects of incidents and encourage a more proactive culture towards safety. This scheme was called 'One2One' and was incorporated into the umbrella safety scheme of SSE, called 'Safety Family'.

One2One ethos and objectives

The key elements of One2One are to step away from blame and fear, develop Positive Conversations about Safety, and a more proactive, mindful safety culture that makes safety the responsibility of everyone.

How does One2One achieve this?

By training all staff in how to conduct positive, constructive safety conversations, safe acts are praised, unsafe acts are challenged at point, and key learning is taken forward from the information recorded. This learning is used in making the changes, for example in training, which improves behaviour and further drives down risk.

Our training in safety conversations encourages employees to challenge unsafe acts and praise safe ones. Crucially, it emphasises enquiries about the root causes behind the behaviour and gets people to engage in conversations at emotional level - not just 'thinking' about causes and consequences, but 'feeling' these things at a deeper level. Training also encourages reflection with the person about what the potential accidents/ incidents could be and the consequences.

Mentors were key to starting up the process. These are volunteer safety champions who are given extra training in how to conduct effective safety conversations. These champions helped encourage others to engage with the scheme. Mentors are not at any specific level or trade, but were chosen from every role and level across site. This has encouraged employees to conduct conversations not only with other teams and companies but across different employment levels.

This combination to behavioural safety of strong leadership from the top, and effective bottom up engagement, differs from other approaches in that it finds out about the situation in a holistic way, emphasising positive engagement and positive conversations.

The One2One Process

All employees conduct safety conversations, following a six-step guideline on safe and unsafe acts around site. The conversations help establish the behaviours observed, the location, time and root cause for observed behaviour. This conversation is recorded and entered into a database that is maintained by a site team. Data is then used in a number of ways to identify the focus for change in behaviours, by area and at different times.

Everyone on site is expected to conduct these conversations, which are kept anonymous. The conversations lead to a better understanding of each person's and each team's working environment, and is an effective, productive way for managers and supervisors to engage with employees about safety.

Relevant trends are communicated to a steering committee and back to teams, e.g. through team communication meetings, specially designed notice boards and tool box talks. These are team specific (e.g. employees in the boiler house are shown boiler house trends, management shown overviews etc.). The steering committee uses the information to assess potential solutions to issues, identify praiseworthy acts of proactive safety behaviour and drive the quality of the initiative.

Information is also given to special focus groups that centre their attention on any issues raised, conduct root cause and human factors analyses and develop potential solutions to issues.

These cycles of action and reflection support the One2One process to evolve organically along with site culture. Information reaches everyone on site and in turn informs training needs analysis and the way One2Ones are conducted.

How does One2One differ from other behavioural safety conversations?

One2One combines knowledge from several disciplines. Its scientific basis has a main focus on the psychology of safety, inter-personal interaction, motivation and learning. Recognition for this approach has been evidenced by the station's DuPont Safety Award for 'Innovative Approaches.'

In addition, One2One makes behavioural safety an activity in which everyone is involved. Managers and supervisors visibly engage with safety as a core value. They also lead the initiative and show other employees that it is acceptable to challenge unsafe acts. At the same time all workers are able to make an impact on health and safety. Their input engages them in health and safety directly and draws managers' attention to potential incidents in a way that other approaches cannot do.

nationalgrid

National Grid has undertaken a number of different approaches and will continue to focus on leadership behaviours going forwards to drive Safety Culture within their business.

Human Elements Workshops -Electricity Transmission Operations: September 2011 to February 2013

Seventy two (circa two hour) mess room workshops were completed within the Electricity Operations and delivered by Safety Performance Partners. Their purpose was to raise awareness across the teams about behaviours, situational awareness, the impact of distractions, fallibility, reliability, etc. All Operations field staff were involved including Delivery Engineers and it was delivered as an extension to monthly Team Talks. The workshops were very well received as they were delivered in mess room style with small teams.

Safety Representatives Conference, October 2012.

A central presentation was delivered by Guest Speaker Dr Tim Marsh, of Ryder Marsh who talked about Safety Leadership, Human Behaviour and Just Culture. The aim was to engage and empower Safety Representatives.

Leadership and cultural change programme

This was piloted in early 2013 and is now being rolled out across the wider business. It comprises a one day session. It focuses on the leadership community and ensures that change is driven through all levels of leadership to effectively engage with staff to change behaviours.

This is supported by Safety performance Partners through a 90 day period with business units to embed the behaviours and principals from the training course.

Front Line leadership programme

This is being delivered across Electricity Operations through 2013 and 2014. This programme is based on one already rolled out in National Grid Capital Delivery two years ago. It focuses on behaviour awareness for first line Leaders in Electricity Operations. It is a three day event designed to increase the skills and knowledge of leaders in the field on managing team members to improve safety standards across the organisation.

It is not designed to look at the practical aspects of health and safety - it's more about the attitude and behaviours towards health and safety and how the manager/leader can challenge, change and improve these behaviours. It is delivered using a mix of theory and practical sessions along with a range of group discussions.



Northern Ireland Electricity (NIE) recognises the requirement to develop initiatives to introduce a change in behaviours.

Subsequently, they have not 'branded' a 'Behavioural Safety' programme or campaign in order to ensure continuity beyond 2013.

Behavioural Safety Initiatives

 Establish the principle that 'safety is our No.1 priority' is not always a realistic message

Safety must be classed as a 'value' and be embedded in everyone within NIE. An inherent healthy safety culture already exists within the organisation.

Leadership Safety Principles Behaviours and values have been briefed and published to ensure Directors, Managers & Supervisors are aware of their role, act as role models and are empowered to set the example – 'observe and challenge'. Managers are being supported at a local level by Directors and Senior Managers who attend Safety Meetings and complete regular site inspections, thereby demonstrating senior management commitment.

> Leadership Safety

NIE and ESB are working to establish group principles and identify pinch-points where business process appears to have taken priority over safety.

> Safety Structure

Defined roles of Safety Coordinators in each business to ensure visibility and ensure safety is 'managed' at local level.

Updated Site Safety Inspection forms Designed to ensure on-site behavioural aspects can be assessed and variances identified to assist targeted training.

Work Safety Seminars – theory and practical

Aimed to ensure that field staff understand their safety responsibilities and establish the principles relating to the effects of minor deviations and how normal human behaviour is to be tempted to take risks; — this constitutes increased consultation and involvement.

Updated presentation of Company Brief Now includes safety as a leading article each month; – not statistics but messages that relate to everyone. This aims to increase the credibility of information supplied and make it acceptable to a wide audience.

> Updated presentation of 'Monthly Safety Newsletter'

Collated from information sourced throughout the company. This is used as the basis for toolbox talks and Local Safety Briefs.

> Focus on the role of TU Appointed Safety Representatives

TU Representatives were consulted and asked to verify the accuracy of lists. Internal training has been organised for each Safety Representative & their details have been published throughout NIE.

> Team Managers training

Formal NEBOSH training to enable Team Managers to increase their skills by taking on a course of study – NEBOSH Construction Certificate.

- 'Breach versus Violation' seminars Headed by HSE (NI) and delivered to NIE HESAC Meetings.
- > Safety Training Modules

Now included as part of every training course at each Training Centre, regardless of course content. This principle has also identified some basic training requirements in other safety-critical areas.

- Safety Communications Questionnaire Issued to everyone to increase dialogue and enable an assessment of current processes to be completed, and an action plan developed.
- Consistent approach to operational incidents

H&S Guidance issued to ensure visibility & consistency.

 Revised approach to language and terminology used in Bulletins, Briefing notes etc.

This reflects a move away from references to 'employees must', 'operatives are reminded.' etc. thereby avoiding directive management style.

- Revised 'essential' and 'desirable' criteria on Job Advertisements, for both internal and external vacancies. This includes a specific reference to being able to establish a safety value, and interview questions are structured to explore the candidates' approach to this.
- European Safety Week seminars, behavioural safety briefings, personal health checks and practical H&S features MEWPs, vehicle checks, tree cutting, working at height etc.



The Northern Powergrid Safety and Health Improvement Plan includes a number of behavioural safety programmes and initiatives relating to tasks, individuals and organisation. In Powering Improvement terminology the improvement programme achieves a balanced approach to the three important principles of leadership. competence and worker involvement. Northern Powergrid has prepared solid foundations over many years as a result of implementing progressive behaviour based programmes as part of the plan. This summary therefore includes reference to **some** of the important behavioural safety foundations already put into place in the lead-in to the 2013 Powering Improvement focus on this specific health and safety theme.

The Safety and Health Improvement Plan has served the company well for nearly a decade and focuses on the areas where the risk is deemed to be the greatest. The plan is there to provide a guide to implement procedural, technological and behavioural changes to improve risk management and develop a positive, co-operative and forward thinking health and safety culture. It contains initiatives designed

to ensure that policies and procedures are followed and developed in order to assist in injury prevention and health promotion in the following seven areas:

- Risk Assessment, Human Factors and Behavioural Safety Initiatives.
- 2. Employee Engagement.
- 3. Asset Management and Maintenance.
- 4. Road Risk Management.
- 5. Operational Performance.
- 6. Occupational Health.
- Public Safety.

The top three priorities for 2013 were:

Priority 1 – Risk Assessment and Behavioural Safety - Measures to increase participation in the process, improved hazard identification and the reduction of risk through better training awareness and management oversight.

Priority 2 – Employee Engagement – Employee and contractor engagement in the field via enhanced audit, supervision and management tours and surveys in order to reinforce leadership and a positive and compliant safety culture.

Priority 3 – Asset Management and Maintenance - A significant amount of research, planning and organisation was achieved both nationally and in Northern Powergrid to lay the foundations for enhancing asset management competence and bringing additional operational focus to bear on safely and effectively managing the risks and liabilities associated with the network inspection, maintenance and remedial processes will feature as improvement initiatives in 2013.

The following initiatives supported behavioural safety improvements.

- Changes to Communication, Auditing and Routine Training.
- Behavioural Coaching to Improve on Site Risk Assessments.
- Recognition of Good Safety Behaviour (Safety Champions Scheme).
- > Engagement Programme that seeks to:
 - Get management, employees and contractors talking safety on the same level.
 - Provide opportunity to look, listen and respond to H&S matters.
 - Discover, commend and positively reinforce good practice.
 - Detect, confront and remediate the weaknesses in H&S practice/ performance.

> Bespoke Behavioural Safety Training Solution

'Using Behavioural Aspects to Influence Health and Safety Performance in the Workplace' was delivered to management and TU safety representatives via an external training provider and was subsequently registered with IOSH as a certificated course.

> Concentration Skills Training

As a result of investigations of operational incidents pointing towards distraction and concentration issues being primary or tertiary factors, Northern Powergrid and an external consultant developed a concentration skills training course for delivery to HV authorised operational staff. The course was specifically targeted to improve operational staff awareness of

concentration and distraction issues as well as providing techniques for managing and improving an individual's performance in this area.



Scottish Power has focussed on behavioural safety issues for over 10 years. Their approach originated in the Generation business where they worked closely with DuPont in the early 2000's embracing their STOP programme fully. Scottish Power was able to adapt this initiative to suit the company's specific environment. This was followed strictly for around five years with some significant improvements in safety performance. The focus was on the 4% of incidents caused by unsafe conditions and the 96% caused by unsafe acts. Over the years this approach has been challenged somewhat by industry, not least due to plant ageing issues and some serious process safety incidents around the world. It was identified that a cultural change was needed, which was illustrated well through Scottish Power adopting the phrase "If you do what you've always done, you'll get what you've always got". (W. Edwards Demming).

The Golden Rules

The culture was shifted to accept behavioural conversations and really encourage increased interaction through the work of the Network's Golden Rules.

These specific rules could then be simplified and made easily readable on site safety cards that could be given to employees. These rules were useful and helped employees and contractors to consider their behaviours at work

In the event of a breach of these Rules, a tool known as 'Behavioural Auditing' is used. Five simple steps must take place:

- Observe discreetly and then get the person's attention.
- Introduce yourself, strike up a friendly conversation.
- Discuss the possible consequences of any unsafe acts, try not to give the person the solution and congratulate those working safely.
- Get an agreement to work safely in future.
- > Thank the person.

This approach has proved to be substantially beneficial over the years, however Scottish Power have recently identified that their approaches, albeit innovative, are becoming dated. It was identified that the current measures looked in depth into quantitatively assessing and reviewing programmes in relation to behavioural safety, yet concepts of a qualitative aspect were being ignored. There was a five point list that was required to be met for any behavioural safety tour to be deemed acceptable. This fixation with measurement caused the programme to stumble for a year or so and brought about the need for qualitative as well as quantitative methods to be incorporated.

Refresh, Rebrand and Universal Focuses

The intention for behavioural safety initiatives is to tackle the relatively low impact, high probability events, while process safety tackles the high impact, low probability events. This also represents the application of accepted

principles and priorities as illustrated by the Bradley Curve approach to improving health and safety performance. Both operational businesses, Generation and Networks, continue to run behavioural based safety as part of their overall approach.

Generation have also been focussing on operational integrity and process safety. The number of safety tours/audits carried out is also measured. Scottish Power is now in the process of refreshing their existing initiatives and adapting them to suit current situations and cultured environments.

Scottish Power's parent company is IBERDROLA. With regard to the recent Powering Improvement programme for 2013, 'Human and Organisational Factors', Scottish Power are now looking to learn from best practice in other IBERDROLA companies operating in countries such as USA, Brazil, Mexico and Spain, and this approach may also produce benefits in other Powering Improvement topic areas. Similarly the investigation of human factor issues that are specific to the electricity industry has been undertaken in conjunction with expertise from the Health and Safety Laboratory.

A particular focus of Scottish Power over the past year has been the revitalising of existing initiatives and it became apparent that if they were to refresh their initial approaches, why not rebrand the entire scheme to put the focus more directly onto the behaviours and responsibility of their workforce? To incorporate Environment and Health into the programme, it was decided to rebrand the initiative 'Behaviour Matters' to form a key component of the company's Health and Safety Strategy.

The focus on employees being increasingly aware of their behaviour and the idea of 'looking out for one another' is very much a focus of Scottish Power. They have also been looking at how the aviation industry manages human error risks with the intention that such best practice can be incorporated into the Behavioural Safety programmes in the energy sector.

A particular feature in the revamping of Scottish Power's programme was developing an in-house DVD to be shown to all internal staff at the company. The DVD conveys details of the Scottish Power's Behavioural Safety Journey over the years and informs employees of the new initiatives that will be put into practice in the future; it is very much aimed at driving consistency in regulative business for employees.

Online training and awareness programmes have been introduced that focus on specific risks and hazards associated with Scottish Power business activities. This incorporates a certain amount of focus relating to the behaviours of employees at work and in turn highlights the importance of personal responsibility.

Effective routes to engaging the workforce with these messages have included the use of company road shows at training centres, using behavioural psychologists and powerful testimonies on the consequences of incidents through error or violation.

Once these programmes are into force, their effectiveness will be measured with the use of 'Competency Assessments' in regards to the new 'Behaviour Matters' approach. Assessors will be integrated into the existing personal development plan process.



SSE - The Safety Family

The Safety Family is an on-going programme dedicated to improving SSE's safety performance through the promotion of safe behaviours in all areas and at all levels of the business. Since the introduction of the Safety Family in 2011,

all 20,000 employees across the SSE Group have been introduced to the programme and had the opportunity to have their say. The programme overlays four sets of behaviours on three interdependent groups of colleagues -Managers, Supervisors and Everyone.

The four sets of behaviours that the Safety Family is built on – Standards, Communication, Risk Management and Involvement – are the key elements of a robust safety culture.

THE SAFETY MODEL

THEMES	EVERYONE	SUPERVISOR	MANAGER
Standards	Standards	Standards	Standards
Communication	Communication	Communication	Communication
Risk Management	Risk Management	Risk Management	Risk Management
Involvement	Involvement	Involvement	Involvement

The Safety Family is more than "just another initiative". The Safety Family is a mindset, a new way of thinking and it is underpinned by the Behavioural Safety philosophy. It is fully backed by the Management Board and "it's the way we do things". In time it will help us meet our goal of making SSE the safest place to work.

Behavioural Safety is a way of achieving greater improvements in safety performance by encouraging everyone to challenge unsafe behaviours in the workplace. By opening communications channels it creates an environment in which colleagues share feedback on risk management, creating an early-warning on potentially unsafe incidents.

The Safety Family programme is also available to SSE's contractors. They will have been invited to take part in the roll-out programme and, in situations where they follow their own company's behavioural safety programme, they are encouraged to take elements of best practice from each scheme and work within the Safety Family framework.

The roll-out to all areas of the business was completed by November 2012, but the journey has just begun as this was only the first stage in the process:

> The roll-out stage was about making sure that every single person in the

company understood what the Safety Family was about and giving everyone an opportunity to have their say about how safety works in their business. Based on feedback from staff surveys and roll-out workshops, the business then draws up action plans to help create and sustain an improved safety culture.

- > The next stage is to demonstrate consistent application of the new behaviours underpinning the new culture. Leaders and managers are to set the tone and demonstrate the standards, whilst business teams progress and update their plans. Plans include up-skilling staff, streamlining processes and clarifying systems. Everyone works together to improve communications and ensure that everyone can get involved and have the opportunity to make changes for the better.
- > The final stage is to embed the culture such that it becomes "business as usual" and "the way we do things". SSE anticipates the final stage to complete around 2016.
- Staff in SSE can already see real meaningful change in the short time since the Safety family has been introduced with many more changes to come. Two prime examples are:
- > Initial feedback suggested that Local Safety Groups (LSGs) were either not visible or appeared to be inactive. An informal guide to LSGs was produced to help LSG members and others understand the importance of their roles and empower LSGs to take more of a lead in managing SHE issues. It has been proven over time that risks are better managed by those that create those risks and this exercise was viewed as pivotal within the Safety

Family framework. Three LSG Conferences were held for all members of LSGs in the Power Distribution and Transmission businesses in Autumn 2012, which have delivered visible improvements in LSG effectiveness;

> Other feedback from the roll-out workshops highlighted that some managers and supervisors needed more coaching and support for managing safety within their teams. In response a new Supervisor Coaching Programme has been trialled within both Power Distribution and Thermal Generation businesses. Initial delegate feedback has been overwhelmingly positive and it will be delivered to the wider group of operational supervisors over the next two to three years. The programme is delivered across two days; day one is classroom based and introduces delegates to the concept of behavioural based coaching for colleagues in supervisory roles. The use of drama delivers strong messages that powerfully highlight how real life scenarios can happen. On the second day delegates are given the opportunity to try out their new skills on colleagues in their business area. Coaching facilitators accompany them to help and support as required, ensuring the skills are practised while they are fresh in their minds.

Others areas being addressed include changing processes in relation to incident investigation, reporting and recording of incidents, on-site SHE engagement, increasing visibility of leaders and senior managers, giving praise and improving the effectiveness of communications.



CULTURE IMPROVEMENT PROGRAMME – STAY SAFE

UK Power Networks' (UKPN) vision of being an employer of choice, a respected corporate citizen and sustainably cost efficient continues to be the measure against which progress is judged.

One of the things which will drive success is the developing UKPN culture – 'the way we do things around here', the behaviours and values we demonstrate at work with each other and customers. As UKPN continues to mature as a company, these behaviours will become more clearly defined and will become part of the 'DNA'. A common set of behaviours which are consistently applied in all contexts, particularly where safety is concerned, will play an important part in building on the progress already made and improving performance.

UKPN have been working in partnership with a company called 'Setters' over the last 12 months to form a safety training programme which aims to raise the safety awareness of all and provide tools, techniques and insights which are designed to safeguard personal safety and that of colleagues.

WHY?

A UKPN employee engagement survey and the Health and Safety Laboratory (HSL) Safety Climate survey carried out in 2012 indicated that an improvement in Safety Culture was needed. UKPN therefore went out to the market place and looked at several programmes, settling with Setters after the usual tendering process.

HOW DOES IT WORK?

All staff attend 'Launch Days' - The Launch Days help people understand the choices which they make and inspire them to make better choices. This in turn will enable individuals and teams to significantly improve their safety culture.

Front Line Coaches - These are volunteers from the Launch Days and undergo a further three days training which builds on the concepts of the Launch Day and teaches coaching skills. This is also part of all Supervisor's development training, so they are automatically included.

Organisational Coaches - These staff are selected from the group above and undergo a further six days intensive training. Going forwards they help develop the quality of communication and effectively link up the organisation as a supported coaching community.

All apprentices are captured with a dedicated Launch Day aimed at a younger audience.

WHAT ARE THE MAIN FEATURES OF THE PROGRAMME?

- > All staff from the CEO to field staff go through the programme.
- > It's about creating agents for change at all levels which is critical in influencing the whole organisation. This in turn creates a ground swell of peer influence within the organisation.
- > Sustainable UKPN staff will end up running the programme.

Progress to date

- Over 2000 staff have now attended Launch days.
- > 500 plus volunteers for Front line coaching.
- Marked improvement in the Safety language being used and the quality of conversations.
- Numbers of LTI reports are down, Operational Assurance scores have been improving and near miss reporting is steadily increasing with quality issues being raised.
- > Comments below from staff regarding the programme...

Stay Safe - Culture Development programme

What do people think?

"Everybody who attends the launch day should arrive with two things....an open mind and the commitment to get involved, if they do that, they will get a very different training experience, have some fun, and most importantly they will learn some new things that they can introduce into their day to day work to improve safety, which can also be useful outside work"

"The stay safe programme is designed to help us develop our safety culture, it is great to hear really positive feedback from staff who have attended"



Murdo Allan



Pat Brooks

"Believing in what you can achieve"

Field Staff



Western Power Distribution (WPD) has developed a strong behavioural safety culture within their business over a long period of time. It stems from a clear, genuine and visible commitment to safety from all staff including our chief executive.

The WPD company statement sets out our objectives and arrangements to achieve high expectations and a clear target of zero accidents.

The company makes provision for all staff to contribute to safety and is set up with short, open, clearly defined lines of communication between all staff.

Management of safety is a long established priority that is ingrained into the thinking of all staff. It is developed as a long term strategy from the early stages of recruitment and re-iterated throughout the training process so that it becomes second nature for all staff. All staff are made aware of their personal responsibilities and accountabilities upon their recruitment and they are reminded to consider safety as their number one priority by various means throughout their career.

Open communication about safety is actively encouraged during every day operations as well as during more formal site safety visits. Procedures are in place for staff to raise concerns or new ideas about improvements to safe methods of working and for these ideas or concerns to be addressed in a timely manner.

It is recognised that in addition to training there is a need to remind all staff from time to time of the importance of their behaviour to the achievement of safe. working systems.

Within WPD there are a number of methods used to reinforce these messages to staff in addition to the normal conversations that take place; company policies and procedures are regularly reviewed and re-issued to relevant staff, an annual review of safety is briefed to all safety representatives at formal safety health and environment meetings and the chief executive presents a summary to all staff at local depots. The WPD policy statement is sent to all staff at their home address and key messages are also reinforced within the informal company magazine 'Powerlines'.

Lessons learned from safety related investigations are swiftly incorporated into policies where required and delivered to staff at their regular team meetings. A summary of such lessons is published monthly company wide.

Local team managers are encouraged to introduce local safety initiatives which are relevant to their own teams and the WPD safety team of advisers annually launch initiatives to refocus staff awareness on key issues.

Recent annual initiatives include 'Safety Matters', 'Time Out', 'Safety Fundamentals' and 'Cheese & Pickle'. These initiatives support the Powering Improvement objectives and served to remind staff of the role they play in establishing safe systems of work. They include reminders of key issues, such as taking time out at regular intervals to re-assess hazards, to challenge incorrect practices and assist others to carry out activities according to the training they have received and to ensure they have sufficient layers of appropriate control measures in place to ensure their own safety and the safety of others who may be affected by their activities.

During 2013/14 WPD is investigating the provision of an external provider to reinforce their behavioural safety messages.

With thanks to members of the ENA SHE Managers Group:

Ian Barker	EDF Energy
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Phil Currie	Scottish Power Energy Networks
Jane Eccleston	Electricity North West Ltd
Steve Garnett	Northern Powergrid
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Ian Crawley	SSE
Peter McCormick	Energy Networks Association
Bonnie McBride (Until November 2013)	Energy Networks Association
Jamie Reeve (After November 2013)	Energy Networks Association
Mike Leppard	Energy Networks Association





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For further information see www.poweringimprovement.org

PARTNERS

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

Energy UK is the trade association for the UK electricity generation companies.

TRADE UNIONS:

GMB Prospect Unison Unite

GOVERNANCE

Powering Improvement is managed and directed by the National Health, Safety and Environment Committee (HESAC) comprising representatives from Energy UK 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 Energy UK companies rest with the Energy UK Health and Safety Forum and ultimately the Energy UK Board.



