**Powering Improvement 2015 - 2020**

**Powering Improvement – 2018/19 Delivery Plan**

**The second phase of *Powering Improvement* (2015 – 2020) recognises that all workers in our industry have the right to go to work each day and not be injured or made ill by their work. To achieve this we recognise that employers in our industry have a legal and moral responsibility to create safe and healthy workplaces; employees have a legal duty to look after their own and their colleagues health and safety and to cooperate with their employer.**

**Powering Improvement**

**Vision**

By 2020 the UK electricity industry will have delivered a sustained improvement in health and safety performance by applying and influencing best practice approaches used in the top performing sectors in the UK and beyond.

**Strategy**

ENA and Energy UK companies will work in partnership with Trade Unions, HSE and Contractors to ensure our industry has a realistic and inclusive approach to health and safety at work. *Powering Improvement* is intended to provide a focus and line of sight between the electricity industry’s interventions to deliver a sustained improvement in health and safety performance and the framework set out in the *Helping Great Britain work well* strategy (HGBWW) and HSE’s *Sector plan for health and safety in Utilities*.

Although the strategy is focussed on occupational health and safety risks, public safety issues involving both members of the public and third-party contractors will continue to be addressed as a priority. ENA has a dedicated Public Safety Strategy *Our Commitment to Public Safety* that has been running since 2007.

In addition to the *Powering Improvement* annual themes, throughout the 5 years we will continue to maintain a focus on managing our priority risks, e.g. working with electricity, working at height and driving.

**Overarching themes**

* ***Leadership* *(at all levels)*** - Managers in our industry are genuinely committed to health and safety regarding it as an essential value. Throughout the strategy this commitment will be made clear to front line workers.
* ***Worker Involvement*** - We will continue to promote effective engagement and consultation. Consultation on health and safety matters is a two-way process where management and workers will:
* talk to each other about issues;
* listen to each other’s concerns ;
* seek and share views and information;
* discuss issues in good time; and
* consider what employees say before decisions are made.
* ***Building Competence*** *-*Skills: Workers will be able, aware and empowered. Skill sets underpinning safe performance will always be in place. There will be a systematic checking of competence against clear and relevant standards. There is a commitment to the timely delivery of all training to avoid skill or competency gaps.
* ***Corporate Memory*** - We will work together to ensure that, as experienced workers retire and are replaced, lessons are remembered from incidents and accidents and mistakes are not repeated.

**Annual Focus Areas**

* 2015 – Working with Contractors
* 2016 – Managing Occupational Ill Health Risks
* 2017 – Asset Management
* **2018 & 2019 – Human and Organisational Factors and Next Phase Review**

**Annual Focus Area for 2018: Human and Organisational Factors**

**Background**

The 2018 theme is to be championed by Sue Ferns, Deputy General Secretaryof the trade union Prospect and Peter Emery, CEO Electricity North West. Having joint champions for the 2018 theme mirrors the approach taken in **2013** (when in the first Phase of Powering Improvement the annual theme was *‘Human and Organisational Factors: Behavioural Safety and Personal Responsibility’*).

The annual theme provides an opportunity to define and promote relevant human and organisational factor related messages not only for 2018, but to 2020 and beyond.

The Powering Improvement Steering Group (PISG) working on behalf of the electricity industry National HESAC, and industry committees (under the governance of ENA’s SHE Committee and Energy UK’s Safety Leaders Group) are responsible for setting the priorities in, and managing implementation of, the 2018 Delivery Plan. PISG comprises of representatives from ENA, Energy UK, electricity companies, the trade unions and HSE (see Appendix 1).

In 2013, to help focus efforts, we used HSE’s definition of Human Factors:

*“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.

There are other definitions that are equally relevant, e.g. the Chartered Institute for Ergonomics and Human Factors:

“*The terms ‘ergonomics’ and ‘human factors’ can be used interchangeably, although ‘ergonomics’ is often used in relation to the physical aspects of the environment, such as workstations and control panels, while ‘human factors’ is often used in relation to wider system in which people work.*

*Ergonomics is a science-based discipline that brings together knowledge from other subjects such as anatomy and physiology, psychology, engineering and statistics to ensure that designs complement the strengths and abilities of people and minimise the effects of their limitations. Rather than expecting people to adapt to a design that forces them to work in an uncomfortable, stressful or dangerous way, ergonomists and human factors specialists seek to understand how a product, workplace or system can be designed to suit the people who need to use it.”*

This definition emphasises the need to design work or systems to suit the people who need to use it.

**2013 Achievements**

In 2018 we will be building on Phase 1 of Powering Improvement when in 2013 the annual delivery theme was ‘Human and Organisational Factors: Behavioural Safety and Personal Responsibility’. It’s therefore worth reflecting on the key outputs of 2013, these included:

* A review of the behavioural safety initiatives and programmes that had been undertaken by electricity companies at that time;
* Production and publication of overarching guidance – [*Human & Organisational factors in the Electricity Sector – High Level Principles*](http://www.poweringimprovement.org/download/resources/High%20level%20principles%20-%20Behavioural%20Safety%202013.pdf), available on the Powering Improvement website.
* Publication of a special edition [SHE Review](http://www.poweringimprovement.org/download/publications/PiSHEreview2013.pdf) which included examples of good practice from both ENA and Energy UK member companies, and the principles to be adopted when developing behavioural safety programmes (available on the Powering Improvement website).
* Publication of a suite of [Case Studies](http://www.poweringimprovement.org/yearpage/3/141/) from energy companies and contractors programmes (available on the Powering Improvement website).
* National workshops hosted by both ENA and Energy UK.

As an outcome, the 2013 delivery plan set out to ensure that:

* By the end of 2013 workers in the electricity industry (from senior manager to employees) were more aware of how their behaviour can impact on the health and safety performance of their company; and that
* By the end of 2013 companies and trade unions had worked together to ensure that employees are comfortable and supported in challenging unsafe acts and conditions.

**2018 – View of the Champions**

Peter Emery, Chief Executive Officer, Electricity North West:

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|  | *“I am pleased and excited to take on the role of a Champion particularly this year with the focus on Human and Organisational Factors. My experience working in large refineries, power stations and more recently in electricity networks and the construction industry show that even with the best systems, policies and procedures in place, top class safety performance will not be achieved without positive and constructive working relationships at all levels both in and between organisations. The fundamental ingredient that underpins all this is trust and this is only sustained through action and safety leadership in the widest sense. I look forward to highlighting the importance of these factors to secure a safe working environment for all.”* |

Sue Ferns, Senior Deputy General Secretary, Prospect:

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|  | *“Despite reductions in accident rates, we still have a long way to go to achieve our joint aim of ensuring that everyone in the sector returns home after a day at work uninjured and without any harm to their health.*  *This year’s work on human and organisational factors focuses our minds so:*   * *Everyone is trained to work safely and to recognise when to stop the job;* * *We build a culture where people are encouraged and supported to work safely;* * *We improve communication so individuals both give and accept challenges to the way they work;*   *A safe working environment is also a productive working environment: moreover a culture that values individuals will appeal to all parts of society as the industry aims to recruit a unprecedented number of new entrants.*  *Prospect, and the other unions in the sector, will work at national and company level through 2018 to promote improvements in working culture so staff feel safe and valued.”* |

**2018 Delivery Plan**

***Background and Focus for Action***

The intention in 2018 is to focus action specifically on the human and organisational factors surrounding the interaction between staff in two key operational roles - Senior Authorised Persons (SAPs) and Competent Persons (CPs), i.e. how well they interact to ensure safe outcomes.[[1]](#footnote-1)

The focus will be on how staff in these key roles communicate with one another (verbally and in writing). For example, we’ll ask “is there a culture that allows an adequate level of challenge (upwards as well downwards) when safe systems of work are being developed, agreed or issued?” In the interest of health and safety staff need to be comfortable and willing to, when necessary, challenge and be challenged; this is something we will explore.

The goal is that SAPs (despite their seniority, competence and the fact that they issue safety documents daily) understand that challenge is positive and to be accepted, and that those receiving safety documents are willing to challenge when justified. Ultimately this is about ensuring staff in these key roles work well together to achieve good results and safe outcomes. This will be represented in the good practice guidelines that will be produced as a deliverable of this project.

To structure the overall work for the year we plan to explore three areas of influence on the health and safety outcomes of work involving SAPs/CPs, these are:

1. Leadership (i.e. the influence of senior and local/supervisory leadership on working practices; are workers encouraged to stop and challenge when they have H&S concerns?);
2. Processes (i.e. are the written and often long standing procedures and ways of doing this correct? Are procedures available, well written and easy to follow? Are procedures practical to follow and effective?);
3. Behaviours (i.e. why do people do what they do? what causes behaviours to deviate from training standards and company procedures? what do we need to do to ensure our industry culture is just and fair?).

During 2017/18, within the GB electricity networks sector, HSE undertook a proactive inspection intervention that targeted (amongst other things) how network operators manage the competence of SAPs. One driver for this was the fact that HSE had concluded that between 2002 and 2017 some 13 fatal incidents involving SAPs (and/or authorised persons) had occurred in the electricity networks sector.[[2]](#footnote-2) These included nine electrocutions.

***Actions and Considerations***

ENA Member Companies

ENA and Member Companies will:

* Consider and act upon the industry-wide conclusions from HSE’s 2017/18 proactive inspection programme that targeted the management of SAP competence in the GB electricity network operators.[[3]](#footnote-3) This will include consideration of:
  + The wider responsibilities of those with SAP duties (i.e. beyond electrical work);
  + The potential for independent auditing;
  + Common procedures across license areas;
  + The effects of e-learning (i.e. rather than face-to-face collective learning and networking).
* Work, potentially with HSE, to analyse and review the fatal incidents that have occurred in GB’s electricity networks sector since 2002 so as to identify common issues and learning with regards to the involvement of SAPs/CPs/authorised persons.
* Commission, via an appropriate external research service provider, a human and organisational factors review into the roles and responsibilities of Senior Authorised Persons (SAPs) and Competent Persons (CPs) in the electricity networks sector. The purpose of the work will be to consider, from a health and safety at work perspective, how persons in these roles interact when operating to complete work on electrical systems. It is anticipated that this project will straddle the 2018 and 2019 Powering Improvement delivery years, with the key outputs from the project directly informing and shaping what follows in 2020 and beyond. It is anticipated that a key element of the research project will be a series of workshops (or focus groups) involving a representative cross section of SAPs and CPs from across the electricity network companies. The workshops will explore how persons in these roles operate and will attempt to identify opportunities for improvement with regards to the three themes of:
  + Leadership;
  + Processes/Procedures;
  + Behaviours.

The primary outcome of the work will be a report concluding the key findings and identifying opportunities the industry has to improve in regard to how these two key roles perform and interact to ensure safe outcomes. A potential secondary outcome is the production of a good practice standards for each of the two roles.

* Seek to ensure that all new entrants are fully aware of the lessons learned from major incidents over the past 20 years and the changes that have been introduced.

Energy UK Companies

* Member companies from the generation side of Energy UK are helping to advance existing management arrangements by developing a “next generation” model set of electrical safety rules (i.e. a model Safe System of Work Principles) together with an accompanying maturity assessment tool. The idea being that companies can use the tool to help identify gaps in local arrangements and assist continuous improvement. The final output will be a model set of Safe Systems of Work principles which companies can choose to adopt over time to add consistency within the generation industry.

Health & Safety Executive (HSE)

* Encourage industry approach to align with the themes of the system strategy *Helping GB work well* (HGBWW) and the HSE *Sector plan for health and safety in utilities*, including that:
  + new large infrastructure projects, and ageing plant and assets, do not lead to an increase in injuries or ill health;
  + worker competence is maintained and managed for the future; and that
  + the industry adequately responds to the health and safety challenges that arise from rapid developments in technology.

Trade Unions

* Safe working practices are a clear priority for unions as our members suffer injury and ill-health when safety management is poor. We note that Company culture drives individual behaviour.

The unions welcome the recognition by ENA member companies that safe working is a partnership between companies and employees. With union input, the Powering Improvement work on human and organisational factors should deliver a more sophisticated approach than traditional behavioural safety programmes.

The proposals for further research to inform means that progress will be based on agreed facts. Further development of the Powering Improvement work on safety culture will proceed on the basis of agreement. This gives us a firm basis for joint work to improve safety.

The four unions will do the following throughout 2018 and 2019.

1. Work with employers, ENA, Energy UK and the HSE through Powering Improvement;

2. Highlight the issues through union safety seminars;

3. Contribute to joint events;

4. Discuss the outputs at local HeSaCs; and

5. Promote the importance of training and competence.

**Summary of 2018 intentions**

***Outcomes:***

* We will undertake a human and organisational factors review into the roles and responsibilities of Senior Authorised Persons (SAPs) and Competent Persons (CPs) in the electricity sector. From this we will identify opportunities for learning and improvement linked to the themes of Leadership, Processes/Procedures and Behaviours.
* As per the aspiration in 2013, we will continue to seek to ensure that:
  + Companies and trade unions work together to ensure that employees are comfortable and supported in challenging unsafe acts and conditions.

***Outputs:***

* Report and learning from ENA commissioned research into roles of SAPs and CPs; and linked to this:
  + production of a good practice standards for each of the two roles
* Identify, collate and publish examples of successful member company human and organisational factor initiatives and case studies;
* Deliver events, workshops and/or similar training and activities to bring together SAPs/CPs to facilitate cross boundary learning, networking and professional development.

**Key Events**

7th March 2018 National HESAC – presentation / discussion

23rd-25th May 2018 ENA SHE Management Conference – HF session

13th June 2018 National HESAC – presentation / discussion

12th September 2018 NSAP Conference

3rd October 2018 National HESAC – presentation / discussion

15th November 2018 Energy UK H&S Conference

Q4 2018-19 Workshop (for SAPs/CPs perhaps with and case studies)

May 2019 ENA SHE Management Conference

**Appendix 1 - Members of Powering Improvement Steering Group (PISG)**

Richard Gough (Chair) – SSE Networks

Bud Hudspith - Unite

David Lefever – HSE

David Spillett - ENA

Lee Wallace - Western Power Distribution

Michael Macdonald – Prospect

Mike Leppard - ENA

Paul Fidler – ENA

Peter Vujanic – UK Power Networks

Matthew Deitz - Energy UK

1. These roles are defined in the ENA Model Distribution Safety Rules (MDSRs), <http://www.energynetworks.org/electricity/she/safety/model-distribution-safety-rules.html> [↑](#footnote-ref-1)
2. ENA SHE Management Conference, 24th May 2018, Session 1 (HSE View): <http://www.energynetworks.org/assets/files/events/SHE/2018/Presentations/Session%201%20Ian%20Burley%20&%20Ken%20Morton%20HSE.pdf> [↑](#footnote-ref-2)
3. ENA SHE Management Conference 24th May 2018: http://www.energynetworks.org/assets/files/events/SHE/2018/Presentations/Session%201%20Ian%20Burley%20&%20Ken%20Morton%20HSE.pdf [↑](#footnote-ref-3)